Ministry of Attorney General

Liquor Control and Licensing Branch

1996/97 Business Plan

Our Vision

British Columbia Industries that make, sell and serve alcoholic beverages, are socially responsible organizations that enhance the communities in which they do business and are seen by the public as making a positive contribution.

DOC
BC
L495
D:B8
1996/97
c.3

ed by: Robert C. Simson, General Manager
February 21, 1996

LEGISLATIVE LIBRARY OF BRITISH COLUMBIA
3 3298 00263 9285

Ministry of Attorney General
Liquor Control and Licensing Branch
1996/97 Business Plan

EXECUTIVE SUMMARY 1

BRANCH PROFILE

2.1 Liquor Control History in British Columbia 4
2.2 Branch History 5
2.3 Current Branch Synopsis 6
2.4 Services Provide by the Liquor Control and Licensing Branch 8
2.5 Organization 9
2.6 Branch Vulnerabilities 14
2.7 Organization's Strengths and Weaknesses 15

STRATEGIC PLANNING

3.1 Our Vision 19
3.2 Our Mission and Mandate 19
3.3 Strategic Goals 19
3.4 Objectives and Strategies 20

OUTPUTS

4.1 1996/97 Outputs Forecast Highlights 23
4.2 Realign Inspector Duties 24
4.3 Licensing Outputs in General 26

FINANCING

5.1 Branch Financial History 29
5.2 Fee Schedule 30
5.3 Regulatory Agency Operating Guidelines 30
5.4 Receipts Forecast 31
5.5 Expenditure Forecast 31

APPENDICES 33

Ministry of Attorney General
Liquor Control and Licensing Branch
1996/97 Business Plan

SECTION ONE
EXECUTIVE SUMMARY

The Liquor Control and Licensing Branch is a self-financing regulatory agency within the Ministry of Attorney General established under the authority of the *Liquor Control and Licensing Act*. The current form of legislated liquor control in British Columbia dates back to 1921 with the introduction of the *Government Liquor Act*. Over the years the provincial liquor licensing scheme has undergone significant change, particularly in respect of the types of establishments permitted to serve alcohol, the hours and days of the week establishments are permitted to operate and the types of activities permitted within establishments.

The client groups served by the Branch include the public, licence applicants, licensees and their associations, liquor manufacturers, agents and their representatives and associations, advertising agencies acting on behalf of liquor manufacturers, government ministries, other levels of government, and police.

Branch Vision

British Columbia industries that make, sell and serve alcoholic beverages are socially responsible organizations that enhance the communities in which they do business and are seen by the public as making a positive contribution.

Branch Mission and Mandate

To maximize economic and social benefits to the community while minimizing the social costs associated with the public consumption of liquor by:

- issuing and transferring licences for the resale and manufacture of liquor;
- approving and monitoring product advertising;
- inspecting and educating licensees to ensure they comply with the law;
- maintaining public relations with law enforcement, local government and other regulatory agencies;
- taking appropriate compliance action for contravention of the *Liquor Control and Licensing Act and Regulations*; and,
- liaising with stakeholders to develop more effective policy and legislation.

Ministry of Attorney General
Liquor Control and Licensing Branch
1996/97 Business Plan

Strategic Goals

Goal One: To achieve primarily voluntary compliance through effective regulation of the alcoholic beverage industry.

Goal Two: To ensure licensees operate in harmony with the community.

Goal Three: To achieve a well performing liquor manufacturing and hospitality industry.

Goal Four: To diminish the impact of the sale of beverage alcohol on the justice, health, and social welfare systems.

Goal Five: To safeguard revenues due to government from the manufacture and re-sale of alcoholic beverage.

Objectives and Strategies

The Branch has set three objectives and identified the strategies which will be used to achieve the Branch goals and vision over the next five years. The objectives are to:

1. streamline the licensing and approval process;
2. improve compliance and inspection activities; and,
3. improve communication.

The objectives reflect the need to address vulnerabilities which have developed as a result of a rise in workload at a rate greater than the rise in resources, and the result of various societal pressures. These vulnerabilities include: too little time spent on compliance; inaccurate, incomplete and slow licensing system; the litigious nature of the licence process; lack of support for effective enforcement at the Appeal Board level; inadequate resources to address the problem of illicit alcohol; and, increasing pressure by local government who are concerned about the negative effect of some licensed establishments on their community.

Branch outputs for 1996/97 forecast continued volume increases, including a 3% increase in the number of licensees. The Business Plan recognizes the continued increase in demand for services and outlines 28 strategies which are critical to the Branch's ability to achieve its objectives. For example, strategies for streamlining the licensing process include: adding a licensing administrator and advertising clerk, rewriting the policy manual, developing new terms and conditions of winery licences, developing a new code of advertising for advertisers, and studying the effectiveness of the current five step licensing process. In order for the Branch to improve compliance and inspection activities it must increase the number of liquor inspectors and realign inspector duties to better serve licensees in the Lower Mainland and the Interior of the Province.

Branch Financial History

The Branch is accountable to the Crown through the Attorney General. As a result of proclamation of legislative amendments to the *Liquor Control and Licensing Act* on September 8, 1995, the Branch became a self-financing regulatory agency. During the debate of the amendment, the Attorney General stated in the House that:

> "we are trying to say to the people who pay the fees for liquor licences that the fees one pays are not designed to enhance the government's revenue; they are designed to support the cost of providing the service and to support the liquor licensing activities."

Fees, licences and penalties currently charged under the Act fully recover expenses. However certain fees are not on a cost recovery basis, such as application fees for new licences and agent licensing, and those services are subsidized by fees paid for licence renewals. The Branch is currently conducting a review of its licensing process and will use the results to review the cost of service delivery.

1996/97 Budget

The Branch will strive to deliver efficient, effective and accountable services which direct all revenues back to fund service delivery to clients. The Branch has identified current levels of service and set moderate targets for service enhancements which will improve service delivery to clients without any fee increases in 1996/97. Since no fee increase is being requested, only the most urgent demands of industry, the police, and municipalities for increased service delivery will be addressed through the planned service enhancement.

The Branch forecasts receipts of $5.72 million in the 1996/97 fiscal year. This assumes a moderate increase of 3% in the total number of licensed premises and services provided to clients.

To implement the goals and objectives presented in this Business Plan, Treasury Board approval is requested to fully expend receipts, forecast at $5.72 million in 1996/97 fiscal year. The expenditure forecast was prepared with the assumption that there would be no significant changes in legislation or government policies that require changes to the strategic plan or result in reduced revenue. In order to reflect the clear intention of the legislation that receipts be used to pay the cost of service delivery, it was also assumed that the Branch expenditures are not included in Ministry's voted appropriation and spending cap, that Branch FTEs are not included in the Ministry's FTE count, and that therefore Ministry pressures were not taken into consideration in drafting our proposal.

The number of full-time equivalent positions will increase to 80 from the current 74. Branch staffing levels will not be included in the Ministry FTE count.

SECTION TWO
BRANCH PROFILE

2.1 Liquor Control History in British Columbia

To clearly understand the goals as well as the challenges of the current liquor control program, it is helpful to briefly review the history of liquor control in the Province and the issues that led to the decision that such control was necessary.

The history of the control of liquor in British Columbia actually predates both the joining of the two colonies, Vancouver Island and the Mainland, and the creation of the Province of British Columbia.

The first controls were the result of an agreement in 1842 between British and Russian traders to ban liquor in the fur trade in response to the destabilizing and destructive influence liquor was having on the native cultures.

Further controls, through the licensing of wholesale and retail outlets, were imposed in 1853 by Governor Douglas of Vancouver Island. Licensing, as well as providing a steady revenue for the Colony, was described by Douglas as the "best means of restraining the abuse, and excessive importation of spirituous liquors into this Colony". He further referred to alcohol as "poisonous drinks, ruinous to the morals of the people, and the prolific source of poverty and crime".

The most dramatic imposition of controls occurred in October of 1917 when British Columbia was the penultimate Province to effect prohibition. It is interesting to note that the political fight for prohibition was closely tied to the suffragette movement. Robert Campbell, the historian, wrote in his book Demon Rum and Easy Money:

> "In many ways women paid the price of alcohol abuse--it was they who suffered from the loss of income consumed in saloons, and from domestic violence and the general neglect of home and family. Moreover, both men and women regarded alcohol abuse as a male vice; women did drink at home, but they drank liquor disguised as patent medicine, which contained up to 65% alcohol. Until the twentieth century, most men drank in saloons, where they might consort with another threat to family and purity--prostitutes. Prostitutes were associated with venereal disease, which had become a serious problem in Canada."

For many reasons, prohibition was not an entirely successful social experiment. Some success was met with the finding that in both British Columbia and across Canada, the overall crime rate and convictions for drunkenness were well below their pre-prohibition records. However, the operational problems generated by prohibition were many and ranged from the administrative problems of doctors having to issue prescriptions for liquor (27,000 in one notable month of 1920), the political problems of retails sales being controlled but manufacturing and transporting not being controlled, resulting in only a partial prohibition and the criminal problems generated by the illegal selling of the product.

In April of 1920, the government of the day decided to take the issue to the people of British Columbia. A plebiscite was drafted to ask voters:

> "Which do you prefer?
> 1. The present Prohibition Act? 2. An act to provide for the government control and sale in sealed packages of spirituous and malt liquors?"

The vote was taken in October of 1920 with more than 92,000 in favour of legally controlled access and 55,000 in favour of prohibition.

2.2 Branch History

In response to the voters support for legally controlled liquor, government introduced the *Government Liquor Act,* an act to regulate the sale and control of liquor. For the next 56 years of its history one government body, the Liquor Control Board (known as the Liquor Administration Branch from 1973 to 1976), was responsible for all aspects of liquor control, including distribution, sales, control and licensing.

After a period of time, it was found that the goals of the larger portion of the operation (sales and distribution) were sometimes in conflict with or detracted from the goals of the regulatory component; control and licensing. In response to these concerns, the Liquor Control and Licensing Branch was established as a separate and distinct body on December 31, 1976. The Liquor Control and Licensing Branch was given the mandate to licence manufacturers and establishments that served liquor and to oversee compliance of these licensees through regular inspections.

At the time of its creation, the Branch was a centralized organization, in which all decisions were made in Victoria, with a compliment of 46 staff and a caseload of approximately 3800 licensees. The licensing scheme was less complex, consisting of four rather straightforward licensing categories which included hotels and clubs in one, and restaurants, a few cabarets and neighbourhood pubs in the other three.

Since 1976, the provincial liquor licensing scheme has undergone significant change, particularly in respect of the types of establishments permitted to serve alcohol, the hours and days of the week establishments are permitted to operate and the types of activities permitted within establishments. The changes have been in the most part driven by external societal changes, including the increasingly international nature of the major centres in the Province. They have also been spurred on by major international events such as Expo '86 and the Commonwealth Games of 1994.

Because of the prominence of liquor as an issue many of these historical changes were the result of significant studies including a Royal Commission. These major studies include:

British Columbia Liquor Inquiry Commission (Stevens) 1952

Royal Commission (Morrow) 1969-70

Liquor Policies for British Columbians (Jansen) 1987

In addition to the major studies noted above, the liquor licensing scheme has been influenced by more specific studies related to the development of a more efficient and fair licensing system, namely:

Fairness in Decision Making (Ombudsman) 1987

An Investigation into the Knight Street Pub (Ombudsman) 1988

Liquor Licensing Review (Bazowski) 1989

2.3 Current Branch Synopsis

The current Branch complement is 74 staff with a caseload of approximately 7200 licensees. This represents a rise of 38% in staffing and an almost doubling of the licensee caseload over the past twenty years. A full 25% of the growth in the number of licensees has occurred in the past five years alone.

In addition to the increase in the ratio of licensed establishments to staff, (1 staff for every 83 licensees in 1976 and 1 staff for every 97 licensees in 1995) the complexity of the licensing scheme has increased several fold. There are now 10 main licence categories that represent more than 22 sub-categories, each of which are distinguished by separate qualifying terms and conditions. To add further to the complexity, the hospitality industry has become increasingly competitive and increasingly international in its focus. This has resulted in a dichotomy of, on one hand individual licensees

increasingly challenging the restrictive terms and conditions and, on the other hand, the various hospitality sector associations pressuring government to maintain the class distinctions and the present market segmentation.

A further factor straining resources, is the growth in the body of administrative case law which now demands a much higher standard of accountability in discretionary decision making. Licensing decision letters that in the past may have noted only the decision itself in the space of two paragraphs, are now thoughtful documents that outline in detail over several pages the various factors considered in the decision making process and the conclusion based on those factors.

At the same time that the increase in the number of licensees and the complexity of the licensing system has diverted resources from compliance activities, there has been a rise in the evidence of serious offenses occurring within licensed establishments.

Examples include reports of the presence of both illegal gaming machines and illicit alcohol in licensed establishments. The Liquor Distribution Branch estimates an annual revenue loss of between $37 - $60 million from alcohol smuggling and illegal liquor manufacture, and further estimates that 50% of this illicit alcohol is sold through licensed establishments. An additional unknown amount of revenue is lost through licensees selling liquor that has been watered or otherwise adulterated. The service of this type of liquor may endanger and/or defraud the public. In addition, it is believed that the offering of "cheap drink" promotions is, in many cases, financially feasible for licensees only if the liquor is illicit and/or watered. Other concerns such as live animal acts (e.g. tigers) in licensed establishments, one-on-one basketball games in Cabarets and lap dancing incidents have also increased.

The following statistics provide additional insight into the Branch's key management issues:

- **Sharp Rise in Liquor Violations in General:** there has been a 38% increase in Violation Tickets issued for offenses against the *Liquor Control and Licensing Act* over one year from 1994 to 1995. The difference is most marked comparing October and November of the two years, suggesting a continuing upward trend.
- **High annual turnover**: Annually, 500 applications for new licences, 300 licence cancellations, and 450 licence transfers.
- **Active licence files:** 2400 change requests to existing licences in 1995.
- **Little time to Inspect:** inspectors spend 41% of their time dealing with licensing matters, 17% of their time on enforcement, and 20% of their time travelling a combined total of almost 600,000 kilometres during the year.

- **Formal Process:** The Liquor Licensing Committee, consisting of a panel of 3 senior government staff, holds over 100 hearings each year. Hearings are generally held only for new straight drinking establishment applications and very occasionally for contentious restaurant applications. Most hearings involve a formal presentation of the application by the applicant or their agent and/or counsel providing reasons for the various requests for discretion from policy. Licensing decisions, both of the Committee and of the General Manager and staff, are subject to appeal to the Liquor Appeal Board. During the fiscal year 1994/95 there were 12 licensing decisions appealed.
- **Growth in Manufacturing**: The significant growth in the popularity of microbrewed beer and estate wines has resulted in an increase of 25% in the number of licensed manufacturers (currently 60) since 1992/93.
- **Compliance:** The Branch issues annually approximately 200 warning letters and holds approximately 50 enforcement hearings, of which a range of 8% to 10% are appealed, resulting in a new hearing.
- **Sharp Decline in Special Occasion Licences:** Since 1985, SOL's have dropped from 40,000 annually to as little as 29,000 in 1994/95, giving rise to concerns that the decline, following on the implementation of the Responsible Beverage Service program, may indicate an increasing number of unlicensed activities.
- **Active Advertising:** Approximately 1600 advertising applications are received annually with a recent rise in refusals based on the negative portrayal of women and the increasing number of television ads using actors that appear to be too youthful.

2.4 Services Provided by the Liquor Control and Licensing Branch

The Branch is responsible for the delivery of the following services:

- issuance, renewal, amendment, transfer, suspension or cancellation of licences (including special occasion licences) as provided by the Act and regulations;
- supervision of the conduct and operation of licensed establishments;
- granting of licences to all breweries, wineries and distilleries (manufacturers) and their agents in the Province;
- investigating complaints and taking disciplinary action by holding hearings of a quasi-judicial nature;
- reviewing and approving all liquor advertising and promotions, including advertising by manufacturers and licensees;
- approving content and delivery of Responsible Beverage Service program; and,
- coordinating actions with municipalities, police and other regulatory agencies to diminish the impact of the sale of beverage alcohol on the justice, health, and social welfare systems.

2.5 Organization

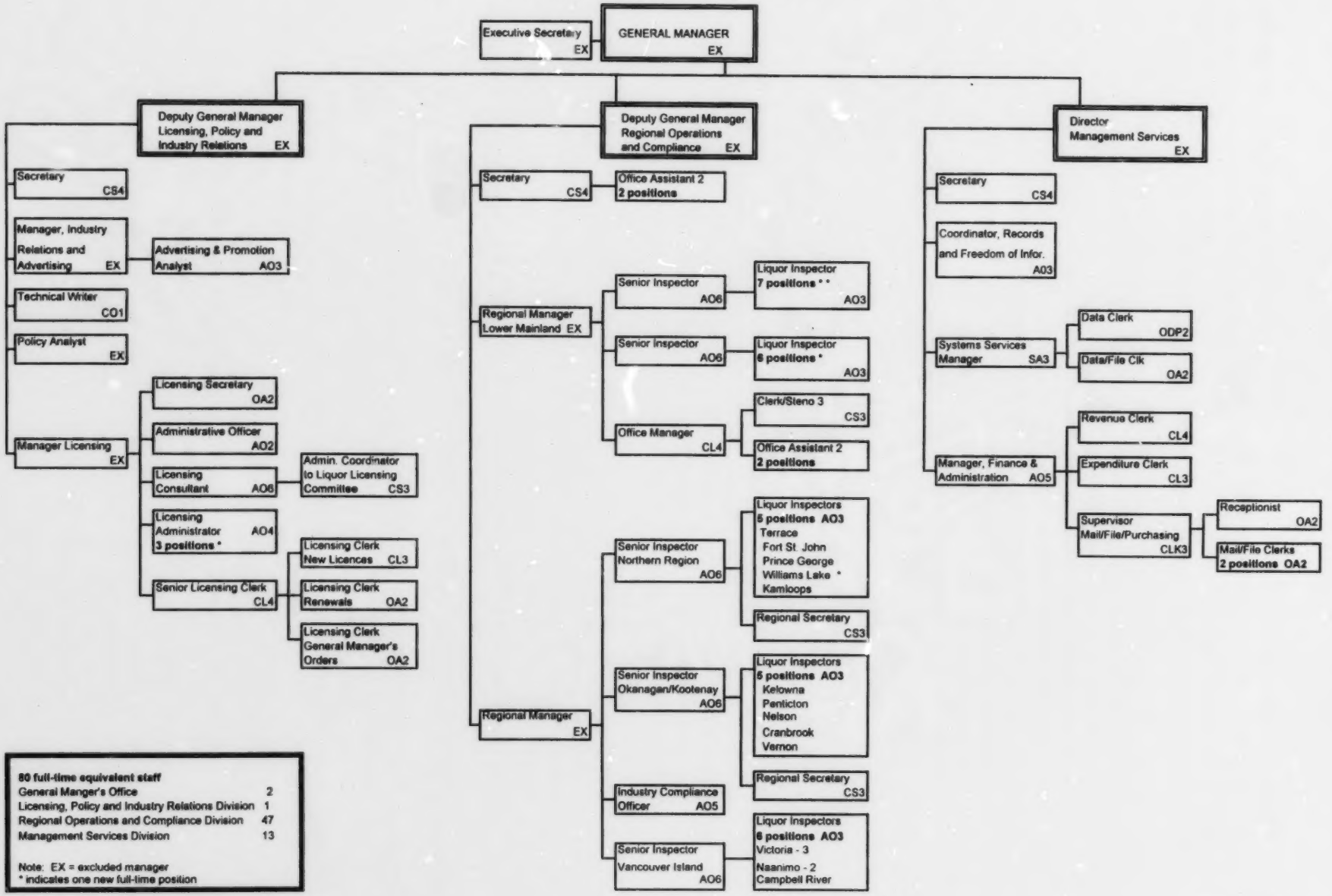
The Liquor Control and Licensing Branch is structurally organized into three divisions reporting to the General Manager. Two of the divisions are located entirely at headquarters in Victoria (Licensing, Policy and Industry Relations Division, and Management Services Division). The third division, Regional Operations and Compliance Division, is comprised of a small staff located in Victoria, with the remaining staff located in a total of 13 offices throughout the Province. Of the 13 field offices, eight are single person offices. See next page for Branch organization chart.

The legislative framework for liquor licensing provides the General Manager with extensive discretionary powers in respect of many aspects of the functions of a licensed establishment. For example, the General Manager has not only the discretion, within broad regulatory parameters, to determine whether or not an establishment will be licensed, but also what hours it will operate, what entertainment will be permitted, how many patrons will be allowed, the type of liquor that may be sold, the minimum size of the establishment, and other matters such as the ability to make structural alterations (eg. add a patio).

The field offices have a direct reporting relationship, through two Regional Managers located in Surrey and Victoria, to the Regional Operations and Compliance Division. Field offices also have a dotted line reporting relationship to the Licensing, Policy and Industry Relations Division, which provides technical direction and policy advice in respect of licensing matters. Decision making in regard to the approval of the licensing of restaurants and the approval of most changes has been delegated to senior inspectors and liquor inspectors located in the field offices.

While many licensing decisions have been delegated to licensing administrators, the Manager of Licensing, inspectors, and senior inspectors, this delegation is limited by the abundance of discretion provided in the legislation. In effect, inspectors may approve a change that is within the context of the regulations and policy but must refer all contentious applications (non-policy conforming) to headquarters for either approval, modification or refusal by the General Manager. This extensive presence of discretion limits the ability of the Branch to decentralize decision making.

LIQUOR CONTROL AND LICENSING BRANCH
PROPOSED 1996/97 ORGANIZATION CHART


Executive Secretary EX
GENERAL MANAGER EX
Deputy General Manager Licensing, Policy and Industry Relations EX
Secretary CS4
Manager, Industry Relations and Advertising EX
Advertising & Promotion Analyst AO3
Technical Writer CO1
Policy Analyst EX
Manager Licensing EX
Licensing Secretary OA2
Administrative Officer AO2
Licensing Consultant AO6
Admin. Coordinator to Liquor Licensing Committee CS3
Licensing Administrator AO4 3 positions *
Senior Licensing Clerk CL4
Licensing Clerk New Licences CL3
Licensing Clerk Renewals OA2
Licensing Clerk General Manager's Orders OA2
Deputy General Manager Regional Operations and Compliance EX
Secretary CS4
Office Assistant 2 2 positions
Regional Manager Lower Mainland EX
Senior Inspector AO6
Liquor Inspector 7 positions * * AO3
Senior Inspector AO6
Liquor Inspector 6 positions * AO3
Office Manager CL4
Clerk/Steno 3 CS3
Office Assistant 2 2 positions
Regional Manager EX
Senior Inspector Northern Region AO6
Liquor Inspectors 5 positions AO3 Terrace Fort St. John Prince George Williams Lake * Kamloops
Regional Secretary CS3
Senior Inspector Okanagan/Kootenay AO6
Liquor Inspectors 5 positions AO3 Kelowna Penticton Nelson Cranbrook Vernon
Regional Secretary CS3
Industry Compliance Officer AO5
Senior Inspector Vancouver Island AO6
Liquor Inspectors 6 positions AO3 Victoria - 3 Naanimo - 2 Campbell River
Director Management Services EX
Secretary CS4
Coordinator, Records and Freedom of Infor. A03
Systems Services Manager SA3
Data Clerk ODP2
Data/File Clk OA2
Manager, Finance & Administration AO5
Revenue Clerk CL4
Expenditure Clerk CL3
Supervisor Mail/File/Purchasing CLK3
Receptionist OA2
Mail/File Clerks 2 positions OA2

80 full-time equivalent staff

General Manger's Office	2
Licensing, Policy and Industry Relations Division	1
Regional Operations and Compliance Division	47
Management Services Division	13

Note: EX = excluded manager
* indicates one new full-time position

ORGCHART.96

Licensing, Policy and Industry Relations Division

The Licensing, Policy and Industry Relations Division is responsible for the processing of and decision making in respect of liquor licensing including the issuing, amending, transferring and renewing of liquor licences, and manufacturers licences. The Division is also responsible for coordinating, developing and implementing changes to the legislation, conducting special projects to improve the Branch and developing policy in consultation with various stakeholder groups including industry associations, police and local governments.

The Division also has a mandate for the development and maintenance of an advertising code of conduct for advertisers of alcoholic beverages, and reviews, approves or refuses all forms of liquor advertising conducted by both manufacturers and servers. Of particular sensitivity in the advertising area is ads focused at the youth market, life style choices and the negative portrayal of women.

The Division is also responsible for the policies and procedures provided to all government Liquor Stores in respect of the issuance annually of 30,000 Special Occasion Licences and is directly responsible for the review of the most difficult and controversial SOL applications. Of recent concern is the need for policies and procedures for SOLs to control the increasing use of this form of licensing for commercial ventures such as large, for profit, youth parties called "raves" held in sometimes unsafe conditions (old warehouses).

Also in the scope of the Division, is the review of culinary, medicinal and pharmaceutical preparations, that contain more than 1% alcohol by volume, to ensure that they are either sold in the appropriate outlets or contain sufficient ingredients to prevent their use as an alcoholic beverage. This area of work is particularly sensitive because of the association of some products with specific cultural communities. The work includes a close cooperation with federal customs staff and involves the tasting of some products.

The Division is currently coordinating a number of projects intended to identify opportunities to improve the licensing process in order to shift the greater percentage of time spent by field staff from licensing activities to compliance activities and to improve the speed and accuracy of the licensing process. These projects include a Licence Processing Review study, the redesign of a number of the more commonly used forms and pamphlets, the rewrite of the policy manual, the delegation to liquor inspectors of the approval of most licence changes and the creation of a procedures manual.

In addition to these effectiveness projects, the Division is working closely with the Grape and Wine industries and with various other government agencies in the development of new terms and conditions of winery licences. The goal is to develop effective regulation that will ensure only appropriate access, and will ensure that all revenues have been collected by the Province without impairing the continued development of the quality wine industry in B.C. with its associated benefits in the agra-tourism industry. The current terms and conditions of other manufacturers' licences (breweries, caderas and distillers) are also in need of change and will be reviewed upon implementation of the terms and conditions for winery licences.

For a complete list of projects either in process or pending the assignment of resources, please refer to Appendix "L".

Regional Operations and Compliance

The Regional Operations and Compliance Division is responsible for ensuring that all liquor licensees comply with the *Liquor Control and Licensing Act, Regulations* and policy through regular inspections (both scheduled and ad hoc), investigating any complaints and taking disciplinary action by holding hearings of a quasi-judicial nature as required under the *Liquor Control and Licensing Act.* The Division is responsible for ensuring that any enforcement decisions have maximum impact on the licensee and minimum impact upon the public or the business/financial community.

Local inspectors provide front end delivery of licensing, compliance and enforcement services. Inspectors are responsible for providing advice and support to applicants applying for a liquor licence and licensees who wish to renew or change an existing licence inspectors review applications to ensure completeness, gathering additional information as necessary, conducting site inspections, and following up on complaints if licensed premises are not being operated in compliance with the Act. Prior to an applicant receiving a liquor licence, the local area liquor inspector conducts a comprehensive interview to ensure that the applicant is aware of the responsibilities of a liquor licence under the *Liquor Control and Licensing Act, Regulations* and the terms and conditions of the relevant licence. The applicant is cautioned against such things as over-service, service to minors, hours of sale and other responsibilities of a holding a liquor licence.

Inspectors also conduct regular premise inspections to determine if the premises are being operated in compliance with the Act, Regulations and the terms and conditions of the licence. The inspection program not only identifies any problems in a licensee's operation, it also gives licensees an opportunity to meet personally with the inspector on a regular basis to discuss any issues they may have with respect to their liquor licence. Continued growth in areas of the Province, such as the Lower Mainland, the

Sunshine Coast and the Okanagan, has resulted in an increase in the number of licensed establishments as well as an acceleration of the modifications and changes to existing establishments. This growth in the licensing responsibilities has reduced the ability of field offices to complete the regularly scheduled inspection program. (once a year for straight drinking establishments and once every two years for restaurants)

Minor enforcement problems are handled locally by the liquor inspector. More serious ones are referred to the regional senior inspector for formal action pursuant to the *Liquor Control and Licensing Act*, which may result in a restriction, suspension or cancellation of liquor licensing privileges. The most serious or sensitive problems are referred to the Deputy General Manager of Regional Operations and Compliance. Situations which result in enforcement proceedings include service to minors, service after hours, over-service of patrons, serving liquor without food in restaurants, overcrowding and problems associated with entertainment.

Integral to the compliance program of the Branch is the maintenance of a close liaison with police forces and local regulatory agencies. As part of the routine preventative patrols, police forces throughout the Province take part in a "walkthrough" program consisting of regular unannounced visits to licensed establishments. Any problems noted are brought to the attention of the person in charge of the premise and a Licensed Premise Check Form is submitted to the local liquor inspector. Police concerns are primarily related to those problems likely to create concerns within the community such as rowdiness, intoxication, minors and overcrowding beyond the *Fire Services Act* limits. They are not concerned with the specific terms and conditions of the various liquor licences such as the service of liquor without food at a restaurant or licensees that exceed the patron capacity on their licence without exceeding the *Fire Services Act* limits. Consequently, the terms and conditions of licensing are monitored only by liquor inspectors during their visits.

Management Services

The Management Services division provides advice and support to the Branch as a whole including processing revenue and expenditures, asset management, administrative, information and systems support, providing human resources services, and Freedom of Information and Protection of Privacy coordination. Administrative support includes security, mail, telecommunications, operating facilities, vehicle management, and record management services. Systems support involves maintaining the Branch database STILL, and all Branch computer software and hardware, and developing new computer applications in support of management operations.

2.6 Branch Vulnerabilities

The rise in workload at a rate greater than the rise in resources and various societal pressures has created several areas of vulnerability that have been considered by the Branch in the development of this Business Plan. Of specific concern are the following vulnerabilities:

- **Too little time spent on compliance:**
  Currently, on average, only 17% of an inspector's time is spent on enforcement activities. Delayed response time in enforcement matters increases the risk to public safety and the potential for lost revenue as a result of licensee use of illegal liquor. There is evidence that non-compliance with licensing terms and conditions is on the increase as the industry becomes more aware of the reduced likelihood of detection. Last year only 54% of licensed establishments were inspected. Recent incidents of non-compliance include: over 200 patrons in establishments licensed for 65; a rise in the number of trendy, youth focused restaurants ignoring the service of meal requirements resulting in the creation of 200-300 seat pubs; and a number of shooting incidents and deaths in and around licensed establishments. Industry itself has complained of too little enforcement, citing illegal inducement activities occurring between off-shore manufacturers and licensees, an increase of commercial smuggling of liquor from United States border points to licensees, and sale of altered products (watered) or products not purchased from LDB in licensed premises.

- **Lack of support for effective enforcement at the Appeal Board level**:
  In the past year there has been a marked rise in the number of enforcement hearing decisions overturned by the Appeals Board, leading to a common belief within industry that it is not difficult to avoid the consequences of non-performance. In 1994, 100% of the appealed enforcement hearing decisions were upheld by the Liquor Appeal Board, however in 1995 to date, of those enforcement hearing decisions that were appealed, 66% of the Branch's decisions were either overturned by the Liquor Appeal Board or the penalty imposed by the Branch was reduced by the Liquor Appeal Board. This trend cannot be explained by any change in procedures or processes by the Branch. It is interesting to note, that in comparison to some other jurisdictions (eg. Ontario) the average length of a liquor licence suspension is much lower in British Columbia. For example, the average suspension in B.C. is 3 days, while in Ontario it is common for suspensions to range from 14 to 25 days.

- **Growing demands on policing resources:**
  As police at the municipal and provincial levels face greater and greater demands on their resources, the police and the municipalities that fund and set priority direction for police, are reducing the enforcement of provincial statutes (such as the

Liquor Control and Licensing Act), further reducing the "supervision" of licensed establishments. While primary responsibility for the supervision of licensed establishments resides with the Liquor Control and Licensing Branch, police agencies have for many years provided the majority of checks on establishments (through the "walkthrough" program) as part of their community policing focus. Even a small decrease in the attention of the police cannot be assumed by current inspection resources. There are a total of 5800 police in the Province (1505 provincial police, 2334 municipal RCMP and 1931 independent municipal police) and only 25 liquor inspectors.

- **Inaccurate, incomplete and slow licensing system:**
  Lack of resources directed at the development of effective policies and procedures, systems development projects based on forced "mainframe" moves rather than business requirements and a lack of operational training is contributing to the number of successful appeals of licensing decisions, the undue length of time required to process a licence and the reduced ability of the Branch to effectively enforce compliance of licensing terms and conditions due to a lack of strong documentation.

- **Increasing "litigious" nature of work:**
  Most contentious decisions (both licensing and enforcement) are now appealed by the applicant/licensee, causing an increased demand for legal services and a redirection of internal resources, further impeding the effectiveness of the licence process.

- **Increasing pressure by local government**: Local governments are becoming increasingly concerned about the negative effect some licensed establishments are having on their community and the apparent inability of the Provincial program to address the concerns. This has led to a number of requests from local government to have greater autonomy with respect to liquor licensing (e.g. setting of hours) and at the same time have the Province improve the level of enforcement via liquor inspectors in order to reduce the drain on their police resources.

2.7 Organization's Strengths and Weaknesses

In developing the various strategies to address Branch vulnerabilities, the current strengths and weaknesses of the organization were considered.

<u>Our Strengths</u>

- A solid base of institutional knowledge throughout the organization.
- An experienced, independent and innovative field staff who exhibit professionalism and flexibility in adapting to increasing workloads and changing economic and social conditions.
- Extensive policy documentation.
- Improved equity and fairness in decision making in recent years.
- Implementation of some effectiveness initiatives in licensing, including spreading the renewal of licences over the 12 months of the year.
- Provision to licensees of improved access to the licensing process and expansion of role of local government in the licensing process.
- Good service delivery to clients in rural areas through regional service centres, self-contained stand alone offices for area inspectors and collection of revenue through government agents.
- A strong, positive, cooperative relationship with law enforcement and other regulatory agencies.
- A solid working relationship with hospitality industry associations.
- Recent growth of staff expertise in area of electronic technology.

Our Weaknesses

- **Government Policy vs Legislation**

The philosophy of liquor control and current government policy is founded on the principle of a segmented market protection system intended to limit the proliferation of retail liquor outlets and to eliminate much of the market influences that can have detrimental impacts on communities. This has resulted in the creation of the 10 classes of licences with the multiple sub classes and the very complex and detailed terms and conditions that distinguish once class or sub class from another. For example, by policy restaurants may have a maximum of three televisions of standard size in order to maintain the primary purpose of the service of a meal and distinguish a restaurant from other licensed classes such as cabarets.

The administrative weakness in this system is created by the fact the philosophy and government policy are not clearly articulated in the legislation. This results in an inordinate amount of time spent on seeking and discussing interpretations of the legislation as new retailing models emerge. It also results in most refusals to licence being challenged through a lengthy dispute mechanism that can include the Appeal Board and the Court of Appeals. Much of the effort put into defending decisions and making decisions could be dramatically reduced if the legislation was redrafted to more clearly reflect the philosophy of liquor control in the Province.

- **Illicit Alcohol**

Recent police investigations (including a recently concluded three year investigation of money laundering in the Lower Mainland) have confirmed that illegal liquor activity such as the illegal manufacture and transportation of liquor is on the rise. It is estimated that $37-$60 million revenue is lost as a result of illicit alcohol. However, the current legislation (*Liquor Control and Licensing Act)* does not provide the necessary tools to effectively counter the use of illicit alcohol in retail outlets. For example, the current legislation only permits the taking of a sample if the inspector has reasonable grounds to believe an offence has been committed, the same test required in law for the issuance of a warrant. A change in the legislation has been requested to permit the routine sampling of liquor would increase the risk of detection and as a result reduce the use of illicit alcohol.

- **Expensive and Lengthy Licence Process**

  For many reasons, the current licensing process is very lengthy and very complex making it expensive for both government and licensees. It is not unusual for a licence application to be in process for two to three years. This causes numerous complaints and encourages a lack of respect for the regulatory program which in turn leads to an increase in the level of non-compliance.

- **Shifts in Policy**

  Due to the extensive discretion permitted within the legislation, shifts in government administration, ministry administration and senior staff in the Branch has lead to some industry uncertainty as to what decisions they can expect. Because of the impact of such decisions on what are often multi-million dollar investments, this uncertainty creates a high degree of stress and anxiety within the industry and generates significant lobbying efforts to maintain the *status quo*.

- **Administrative Gaps**

  Managing the multiple factors of the rise in licence applications, the increasing complexity of the licence scheme, the need for greater adherence to administrative decision making principles as well as the remarkable growth in entertainment options has left little or no time to maintain and strengthen the administrative structure of the Branch. This has led to several administrative areas of weakness, including:

  - no comprehensive staff training plan,
  - weak information technology system,
  - outdated or missing communication material,
  - a licence fee structure that although recently improved still contains some inequities,
  - no management information base for measuring effectiveness of such programs as the Responsible Beverage Service program, and,
  - major gaps in policies and procedures (eg. no published policy and procedures for the 30,000 special occasion licences issued annually by Liquor Distribution Staff on behalf of the Branch, no published comprehensive compliance policies and procedures, outdated advertising policies and no effective terms and conditions of licensing for manufacturers).

SECTION 3
STRATEGIC PLANNING

3.1 Our Vision

British Columbia industries that make, sell and serve alcoholic beverages are socially responsible organizations that enhance the communities in which they do business and are seen by the public as making a positive contribution.

3.2 Our Mission and Mandate

To maximize economic and social benefits to the community while minimizing the social costs associated with the public consumption of liquor by:

- issuing and transferring licences for the resale and manufacture of liquor;
- approving and monitoring product advertising;
- inspecting and educating licensees to ensure they comply with the law;
- maintaining public relations with law enforcement, local government and other regulatory agencies;
- taking appropriate compliance action for contravention of the *Liquor Control and Licensing Act and Regulations*; and,
- liaising with stakeholders to develop more effective policy and legislation.

3.3 Strategic Goals

Goal One: To achieve primarily voluntary compliance through effective regulation of the alcoholic beverage industry.

Goal Two: To ensure licensees operate in harmony with the community.

Goal Three: To achieve a well performing liquor manufacturing and hospitality industry.

Goal Four: To diminish the impact of the sale of beverage alcohol on the justice, health, and social welfare systems.

Goal Five: To safeguard revenues due to government from the manufacture and re-sale of alcoholic beverage.

3.4 Objectives and Strategies

The Branch has identified the following objectives and planned the following strategies over the next five years to achieve the goals and create the vision. As many of the strategies are focused on multiple objectives, the strategies are recorded as a table describing generally which objective will be most affected by a particular strategy. (refer to Page 22 for a list of strategies identified by objective)

Objective One. Streamline Licensing and Approvals Process in order to:

1.1 Reduce the average time required for the Branch to process a new application for a straight drinking licence by 20%. (linked to Goal 1)

1.2 Reduce the average time required for the Branch to process an application for a change to an existing licence by 10%. (linked to Goal 1)

1.3 Reduce the amount of time inspectors spend on licensing activities and to increase, by 15 % over two years, the amount of time inspectors spend on compliance activities. (linked to Goals 1, 2 and 3)

1.4 Reduce to zero the number of municipal resolutions referred back to municipalities for revision. (linked to Goal 1)

1.5 Reduce to zero the number of Branch directed referendums. (linked to Goal 1)

1.6 Streamline the advertising approval process. (linked to Goal 1)

Objective Two. Improve Compliance and Inspection Activities in order to:

2.1 Reduce the incidence of non-compliance (eg. over service) by 5 % over two years. (linked to Goals 1, 2 and 3)

2.2 Reduce, by the end of five years, the annual number of necessary enforcement hearings by 10%. (linked to Goal 1)

2.3 Decrease the sale of illicit liquor through licensed establishments by $5 to $10 million dollars over 5 years. (linked to Goal 5)

2.4 Reduce the incidents of the sale of deeply discounted alcoholic beverages in licensed premises. (linked to Goal 4 and 5)

2.5 Reduce the use of high-alcohol content non-regulated alcoholic products as beverage alcohol, including medicinal, and culinaries. (linked to Goals 4 and 5)

2.6 Improve the reporting by manufacturers of alcoholic product that they produce. (linked to Goal 5)

Objective Three. Improve Communication in order to:

3.1 Strengthen communication with internal and external clients, particularly the hospitality and beverage alcohol industry, in order to promote voluntary compliance, to create greater harmony in the community and to reduce the number of complaints received. (linked to Goal 1, 2 and 3)

3.2 Facilitate industry knowledge of regulations, policy changes and rules to allow industry to focus on continuous improvement and promote a well performing hospitality industry. (linked to Goals 1, 2 and 3)

3.3 Reduce the demand on police resources and concurrent demand on criminal justice system, health system, and social welfare system by a measurable percentage. The percentage will be determined once the indicators have been selected and agreed upon. (linked to Goal 4)

STRATEGIES IDENTIFIED BY OBJECTIVE

OBJECTIVE ONE	OBJECTIVE TWO	OBJECTIVE THREE
increase number of licensing administrators by one	increase number of inspectors in Lower Mainland by three	establish technical writer position (reallocate existing FTE)
create advertising clerk position	increase number of inspectors in Interior by one	redo all forms and pamphlets (including SOL)
develop strategic plan for management of information technology	realign inspector territories	create newsletter for staff and industry
rewrite the policy manual	annually inspect all straight drinking establishments	create complaint tracking system
develop new terms and conditions of winery licences	support legislative amendment to strengthen inspector's ability to take a sample of alcohol for analysis	develop comprehensive training plan for all staff, including information technology training
complete Licence Process Review Study	appoint inspector to Illicit Alcohol Task Force	
develop new code of conduct for advertisers	strengthen culinary, medicinal and pharmaceutical product approval process	
develop new policy in terms of permitted drink-related terms for licensee names	regulate more stringent reporting requirements of manufacturers and other licensees	
delegate additional change transactions to inspectors for decision	develop formal compliance strategy including possible imposition of fines	
develop training program for inspectors on licensing	develop Special Occasion Licence strategy to diminish impact of sale of alcohol on the justice, health and social welfare system	
study effectiveness of current five step licence process and consider reducing or condensing	train inspectors to recognize illicit alcohol products	
	analyze the issuance of violation tickets for offenses against the *Liquor Control and Licensing Act* for relationship between overall alcohol abuse and licensed establishments	

SECTION FOUR
OUTPUTS

This section provides highlights of Branch 1996/97 forecasted outputs, and provides output comparisons since the 1992/93 fiscal year. The delivery of these key 1996/97 outputs is based on the assumption that:

- The required resources will be available where and when required, as outlined in the strategic plan;
- There will be no significant changes in legislation or government policies that will impact the current authorities, responsibilities and operations of the Liquor Control and Licensing Branch;
- Demand for services that generate fees will not be materially affected by changing economic conditions.

4.1 1996/97 Outputs Forecast Highlights

Branch outputs demonstrate steady annual increases in demand for Branch services (See Appendix "A" and Appendix "B" for more detail) and the trend is expected to continue in 1996/97. The Branch expects the following output highlights:

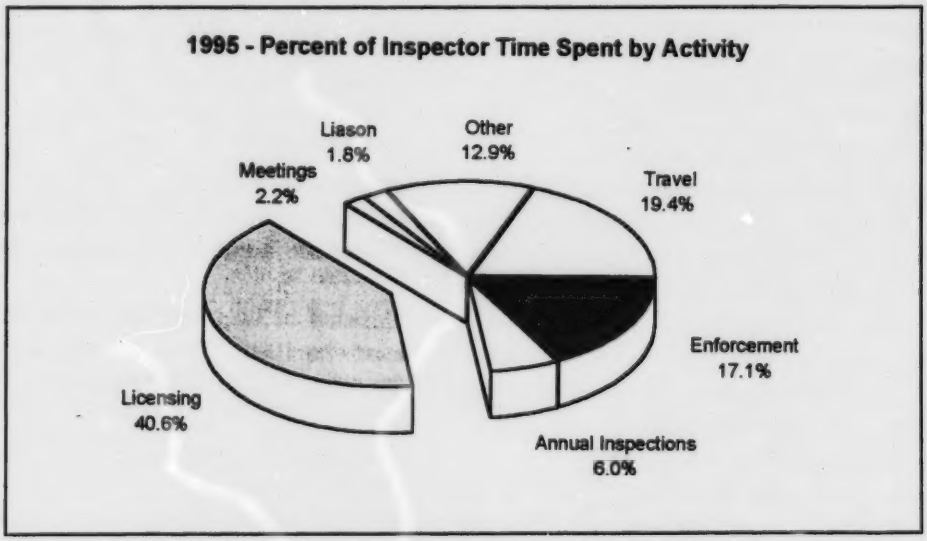
- a 3% increase in the number of licensees to 7,340.
- a 5% increase in the number of manufacturers to 64.
- a 8% increase in requests for changes to existing licences to 2,800 per year.
- a 10% increase in warning letters to 250 and the number of hearings to 66 as the resources devoted to compliance are increased.
- an increase in the percentage of establishments being inspected on an annual basis from current rate of 53% of all licensed premises to 100% of all straight drinking establishments, 100% of problem "B" licences, and 50% of remaining "B" licences.
- a revised Licensing Policy Manual;
- a compliance strategy;
- new information pamphlet for municipalities;
- revised criminal record search form;
- new higher standards for cooking wine, medicinal and culinary approvals; and,
- an evaluation of Responsible Beverage Service Program/Review Agents licensing policy and procedures.

Increased resources, and a streamlined licensing and approvals process are critical to the Branch's ability to handle the increased licensing volume. The Branch has set moderate target levels for service enhancements which can be achieved without any fee increases in the 1996/97 fiscal year.

4.2 Realign Inspector Duties

In order for the Branch to improve compliance and inspection activities it must realign inspector duties to better serve licensees.

Twenty-five inspectors serve the Province's 7200 licensees and manufacturers (Appendix "C") shows the number of licences and establishments per inspector as of November 15, 1995). The case load varies from an average of 322 licensed premises per inspector in the Lower Mainland to 249 per inspector on Vancouver Island. Liquor inspectors have been required to increase the amount of time spent on licensing issues as the number of applications for new licences and changes to existing licences have increased annually without a corresponding increase in the number of inspectors.



Inspectors currently spend almost half their time on licensing matters. Although there is a demand for greater enforcement and compliance inspections, inspectors only average 6% of their time on annual inspections and 17% on enforcement and compliance activities because of the high licensing workload. Almost 20% of their time is spent travelling, leaving only 17% for everything else including attending meetings with industry, attending hearings, duty desk, administrative paperwork, training, etc. Refer to Table Appendix "D" for an analysis of inspector workload by region.

Each year, a total of 8 person-years are spent on enforcement and compliance activities by the Branch's 25 inspectors, 5 senior inspectors, and an industry compliance officer.

- In comparison, Ontario with double the number of licensees devotes five times the resources to enforcement and compliance. Ontario's 15,400 licensees are served by 30 full-time inspectors who are dedicated to enforcement and compliance duties, plus a 6 person investigative squad. The Ontario licensing process is simpler and there is a segregation of licensing and enforcement duties.

- Manitoba has less than half as many licensees, but over 3 times as many resources dedicated to enforcement and compliance. Manitoba has 2,800 licences and 26 full-time equivalent staff in Inspection Services. Their licensing process is simpler with half as many licence classes as British Columbia.

The Lower Mainland

The Lower Mainland is an area of the Province with the highest licensee caseload per inspector. In 1996/97 the Branch plans to hire three additional liquor inspectors to serve the Lower Mainland Region which includes the Greater Vancouver area, the Sunshine Coast, Whistler, Howe Sound and the Fraser Valley as far as Boston Bar. This region contains approximately 3,220 licensees. High economic growth and a large number of restaurants with high turnover in ownership and frequent licensing changes results in inspectors spending the vast majority of their time on licensing issues. The licensing workload has made it impossible for inspectors to complete annual premise inspections and they have been forced to limit enforcement inspections to premises which are known to be problem establishments. Licensees striving for market share in a highly competitive region often use marketing techniques which lead to compliance problems. For example, "cheap drinks nights" can result in overconsumption, overcrowding, and an increased incidence of minors which requires increased police and Branch resources. The Branch has been unable to devote resources to deal with problems such as the sale of illicit liquor in licensed premises.

Hiring three additional inspectors will permit realignment of inspector duties and a refocus of service delivery (see Appendix "E" for detailed analysis) including:

- reducing the case load per inspector from 320 to 250 licensed premises.
- increasing the amount time inspectors spent on enforcement to 25% of total inspector work hours.
- doubling the amount of time devoted to annual inspections to 7%.
- decreasing by one quarter the amount of time spent on licensing to 30%.

Interior of Province

The Interior areas of the Province are growing rapidly. The Northern Okanagan is an increasingly popular choice for retirees and the University of Northern British Columbia is attracting more people to Prince George. Even though inspectors in the interior of the Province often must travel vast distances to serve their clients, they have very large caseloads. For example, the Kamloops inspector has a caseload of 337 licensees, the Prince George south inspector has a caseload of 322 licensees, and the Cranbrook inspector has a caseload of 304 licensees.

The Branch plans to hire an additional inspector to serve the interior of the Province; the office will likely be located in Williams Lake. This will permit a realignment of areas to significantly lower the caseload and provide better service to clients. It will reduce the inspector workload to a more manageable 250 licensees per inspector and permit realignment of the percentage of time spent on licensing and compliance.

4.3 Licensing Outputs in General

The outputs from the various initiatives that are within the responsibility of the Licensing, Policy and Industry Relations Division will be effectiveness and efficiency measures, as opposed to volume measures. The effectiveness measures will include more accurate and complete information on file and more consistent licensing decisions. The net effect of these improvements will be licensing decisions that better reflect the public interest and a licence file that better supports the possible need for subsequent compliance activity.

The efficiency measures will include licences being issued more promptly and with less cost and effort to both the stakeholders and staff. By reducing inspector staff effort on licensing matters, more inspector time will be freed to address issues of compliance including preventative measures such as education and annual inspections. By reducing the effort required of the licensing staff at headquarters, more administrative officer time will be freed for continuous quality improvement projects, such as the development of policies, procedures and associated training programs for Special Occasion Licences.

Advertising Administrative Assistant

The creation of the position of Advertising Administrative Assistant will provide the appropriate resources to respond to requests for advertising approval within the regulatory limit of seven days. It will also enable the development of the necessary administrative systems to ensure that decisions are consistent and well documented. These systems include the development of tracking and request forms, management information systems, filing systems with lengthy retention schedules and monitoring systems to ensure compliance with approvals. The position will also relieve the manager responsible for advertising from many of the day to day tasks such as routine approvals and providing advice to industry. This will enable the manager to develop, in consultation with industry, a code of conduct for liquor advertising as well as the appropriate policy document and advertising guidelines. Improved advertising guidelines for licensed establishments will address a number of outstanding issues such as the approved names of licensed establishments. The development of effective policy in this area will assist inspectors who are responsible for the identification of non-conforming names adopted without the approval of the advertising manager.

Technical Writer

The position of Technical Writer will be responsible for creating and maintaining a forms file that will include all forms used in the licensing process as well as all pamphlets and all policy and procedures manuals. The position will also have responsibility for producing new materials as required, amending existing materials ensuring they are consistent, creating a newsletter to better inform field staff and stakeholders of changes, maintaining appropriate levels of stock in both headquarters and field offices and identifying communication deficiencies and designing solutions.

Improved communication will assist in reducing mis-information and the current resource intensive process of providing a significant percentage of information and explanation orally.

A major responsibility of this position will be the complete rewrite of the present policy manual, incorporating five years of various bulletins, directives and circulars into the current policy manual, which was created in 1991.

Licensing Administrator

Increasing the number of licensing administrators from 2 to 3 will decrease the current delays associated with the various licensing activities. Licensing administrators review and provide assistance to inspectors in the completion of all staff reports for new straight drinking establishments. The licensing administrators are also responsible for the presentation of the new licence application to the Liquor Licensing Committee. As well as managing the new licence application process and auditing the licensing of restaurants and all licence change applications, licensing administrators provide extensive advice and assistance to licensed establishments, inspectors, police, local governments and various other stakeholders both in writing and by telephone. This staff expansion is expected to reduce the current average of 25% of time spent on the telephone to approximately 15%.

SECTION 5
FINANCING

5.1 Branch Financial History

The Branch is accountable to the Crown through the Attorney General. As a result of proclamation of legislative amendments to the *Liquor Control and Licensing Act*, on September 8, 1995, the Branch became a self-financing regulatory agency. During the debate of the amendment, the Attorney General stated in the House that:

> "we are trying to say to the people who pay the fees for liquor licences that the fees one pays are not designed to enhance the government's revenue; they are designed to support the cost of providing the service and to support the liquor licensing activities."

The Branch will strive to deliver efficient, effective and accountable services which direct all revenues back to fund service delivery to clients.

The Branch works closely with other government organizations, police, municipalities, etc., to regulate the beverage alcohol industry. The Branch derives benefits from many services provided outside the Branch including: legal services from Legal Services Branch; Liquor Distribution Branch conducting manufacturer's audits and issuance of Special Occasion Licenses; walkthroughs conducted in licensed premises by police; inspection of imports by Customs and Excise. In order to minimize duplication of administrative, financial, human resource and computer resources, Ministry of Attorney General's Management Services Branch will continue to provide support to the Branch in managing these functions. If these services were not provided from outside the Branch, the Branch would be unable to deliver these services to clients; even with substantial increases in its budget and staff.

The Branch has identified current levels of service and set moderate targets for service enhancements which will improve service delivery to clients without any fee increases in the 1996/97 fiscal year. Since no fee increase is being requested, only the most urgent demands of industry, the police, and municipalities for increased service delivery will be addressed through the planned service enhancements.

Licensees, municipalities, police, and the public are demanding greater service, particularly in the areas of enforcement and illegal liquor. Fees will need to be increased in future years if the Branch is to maintain the planned 1996/97 service levels and make future improvements.

5.2 Fee Schedule

Fees, licences and penalties currently charged under the Act fully recover expenses. However certain fees are not on a cost recovery basis, such as application fees for new licences, agent licensing, and manufacturer advertising approvals and those services are subsidized by fees paid for licence renewals. The Branch is currently conducting a review of its licensing process and will use the results to review the cost of delivering service.

From 1980 to 1988, the annual licence fee for all licensed establishments was $150 plus an additional 5% assessment fee based on liquor purchases which was payable at the time of liquor purchase. In 1987, the Branch received legal advice that the 5% fee might be unconstitutional on the grounds that it was an indirect tax. In December 1987, the Cabinet approved the repeal of the 5% Liquor Purchase Assessment Fee and raised the annual fees to the current level. As a result, Liquor Control and Licensing Branch revenue dropped by $14 million dollars per year. It should be noted, however, that in April 1988 the Government also increased the sales tax on liquor from 6% to 10% and on draught beer from zero to 10%.

The annual licence renewal fee structure has been in place since 1988 (annual licence fees range from $250 to $1000 depending on the licence class). On October 29, 1993, the government increased application fees for new licences and for changes or transfers to existing licences. The increases partially reflect the cost of providing the service. Fees for licence renewals were not increased, even though they have remained unchanged since 1988. Although the Act permits the Branch to charge fines for contravention of the Act, regulations have not yet been drafted and the Branch is not currently imposing fines. Refer to Appendix "G" tables for current fee schedules.

5.3 Regulatory Agency Operating Guidelines

A formal policy has not been defined to guide the operation of the Branch as a self-financed regulatory agency. However, the Branch proposes to follow the following general rules:

- An annual Business Plan outlining program objectives, receipts, and expenditure forecasts must be presented to Treasury Board.

- All administrative receipts collected under section 81 of the *Liquor Control and Licensing Act* including fees, charges, and penalties payable by applicants for licences, licensees and other persons who obtain or require the benefits or services of the Act, are credited to the Branch's account.

- Where money received under section 81 of the *Liquor Control and Licensing Act* is insufficient for the administration or any of the purposes of the Act, the amount of the deficiency shall be advanced from the consolidation revenue fund in accordance with arrangements made by the Minister of Finance and Corporate Relations.

- In order to reflect the clear intention of the legislation that receipts be used to pay the cost of service delivery, it was assumed that the Branch expenditures are not included in the Ministry's voted appropriation and spending cap, that Branch FTEs are not included in the Ministry's FTE count, and that therefore Ministry pressures were not taken into consideration in drafting our proposal.

- Changes to the fees regulation must be approved by Treasury Board.

- It has not yet been determined how our finances will be reported in Public Accounts.

5.4 Receipts Forecast

The Branch forecasts receipts of $5.72 million in the 1996/97 fiscal year. This assumes a modest increase of 3% in the total number of licensed premises and services provided to clients. Almost 80% of Branch receipts result from licence renewal or new licence fees paid by licensed premises, manufacturers, and agents. The remainder of the receipts are paid for Special Occasion Licences, changes to or transfers of existing licences, application fees for new licences, and late penalty fees.

The Branch forecasts that we will be able to totally cover off expenditures with administrative receipts collected under the Act. A forecast of 1996/97 and 1995/96 receipts and actual revenue by revenue type from 1991/92 to 1994/95 is included in Appendix "F".

5.5 Expenditure Forecast

To implement the goals and objectives presented in this Business Plan, Treasury Board approval is requested to fully expend receipts, forecast at $5.72 million in the 1996/97 fiscal year.

Salaries and Benefits	$4.26 million
Operating Expenses	$1.46 million
Total Expenditures	$5.72 million

The expenditure forecast reflects moderate targets for service enhancements which will improve service delivery without increasing fees, charges and penalties payable by clients. The details of the expenditure plan are presented in Appendix "H". The expenditure forecast of $5.72 million in 1996/97 has been prepared using the following assumptions:

- That there will be no significant changes in legislation or government policies that require changes to the strategic plan or result in reduced revenue.

- Funding for the 1996/97 level staffing at 100% of top step of each position's salary for the entire year based on the current collective agreement and management plans. It is assumed that any negotiated salary increase could be met out of any recruitment lag during the year.

- In order to achieve the objectives and strategies identified in Section 3 of the Business Plan, the number of full-time staff will increase to 80 from the current 74. The new positions would consist of 3 additional liquor inspectors to serve the Lower Mainland Region and one additional inspector to serve the interior of the Province, a licensing administrator to decrease the current delays associated with various licensing activities, an advertising administrative assistant to provide appropriate resources to respond to requests for advertising approvals within the regulatory limited seven days. An existing position has been reallocated to hire a technical writer who will be responsible for creating and maintaining communication materials including the Licensing Policy Manual. Appendix "I" provides details on the Branch staffing plan.

- The increase in staffing level will result in additional ongoing operating costs, including building occupancy and vehicle holding charges.

  On average a Branch inspector travels 20,000 kilometres per year. and therefore they are assigned a government vehicle. A 1996/97 vehicle management plan (Appendix "J") identifies the need for 4 new vehicles for assignment to the new inspectors and replacement of 5 existing fleet vehicles.

  Appendix "K" provides a building occupancy plan which provides forecast costs for existing space based on preliminary documentation provided from BCBC and forecast annual charges for new space to accommodate additional staff.

- There will be one-time asset acquisition associated with the increase in number of staff including purchase of portable computers, cameras, safety equipment for inspectors' vehicles, cellular phones, office furniture, and vehicles. These can be accommodated with forecast receipts.

APPENDICES

Appendix	Table	Page
A	LCLB Key Indicators Statistics 1992/93 to 1995/96	34
B	Application/Licence Comparison Between 1992/93 to 1994/95	35
C	Number of Licensees/Establishments per inspector as of Novmber 1995	36
D	Inspector Workload: Comparison from 1993 to 1995	37
E	Analysis of Planned Realignment of Lower Mainland Inspector Duties	38
F	Receipts by type	39
G	1996/97 Receipts Strategy Summary	40
	Application and Licence Schedule for a New Licence	41
	Application and Fee Schedule for Changes to Liquor Licence	42
H	Expenditures by STOB	43
I	Staffing Plan	44
J	Vehicle Management Plan	45
K	Building Occupancy Plan	46
L	Licensing, Policy and Industry Relations Division Current Project List	47/48

APPENDIX "A"

LIQUOR CONTROL AND LICENSING BRANCH KEY INDICATOR STATISTICS				
	1995/96 (forecast)	1994/95	1993/94	1992/93
Licensed premises as of March 31	7122	6982	6747	6632
New licensed premise approved during year	512	489	512	553
Licence changes approved	2600	2400	2071	2071
Number manufacturers as of March 31	60	58	50	47
Number Special Occassion licences issued	29000	28796	29118	29118
Number of Liquor Licensing Committee hearings	110	105	153	222
Enforcement: number warning letters	225	226	184	146
number decision letters	60	64	64	69
number licence suspensions	60	64	70	68
claims for liquor seizures	70	55	70	62
% premise receiving annual inspection	53%	56%	45%	43%
Advertising approvals	1600	1623	1545	1545
Total revenue collected*	$5,545,000	$5,390,858	$5,161,924	$4,970,181
Total voted appropriation**	$1,000,000	$4,658,418	$4,386,976	$4,246,376

*In 1993/94 the Branch stopped deferring revenue into future years. As a result $2,148605.49 was treated as current year revenue and therefore the actual revenue total 1993/94 revenue included deferred revenue was $7,310529.63.

** In 1995/96 the Branch received a voted appropriation of $1 million in anticipation of legislative amendment creating self funded regulatory agency Since 1990/91 Branch funding increases have been limited to salary and benefits increases resulting from negotiated increases, building occupancy increases and vehicles acquisition charges. There have been no staff increases or increases for other operational expenses.

M121

IMPORTANT NOTE CONCERNING THE FOLLOWING PAGES

THE PAGES WHICH FOLLOW HAVE BEEN FILMED TWICE IN ORDER TO OBTAIN THE BEST REPRODUCTIVE QUALITY

USERS SHOULD CONSULT ALL THE PAGES REPRODUCED ON THE FICHE IN ORDER TO OBTAIN A COMPLETE READING OF THE TEXT.

REMARQUE IMPORTANTE CONCERNANT LES PAGES QUI SUIVENT

LES PAGES SUIVANTES ONT ÉTÉ REPRODUITES EN DOUBLE AFIN D'AMÉLIORER LA QUALITÉ DE REPRODUCTION

LES UTILISATEURS DOIVENT CONSULTER TOUTES LES PAGES REPRODUITES SUR LA FICHE AFIN D'OBTENIR LA LECTURE DU TEXTE INTÉGRAL

micromedia
a division of IHS Canada

20 Victoria Street
Toronto, Ontario M5C 2N8
Tel.: (416) 362-5211
Toll Free: 1-800-387-2689
Fax: (416) 362-6161
Email: info@micromedia.on.ca

APPENDIX "B"

APPLICATION/LICENCE COMPARISON BETWEEN 1992/93, 1993/94 AND 1994/95 FISCAL YEARS

APPLICATION/LICENCE CLASS	92/93 LIC	92/93 APP	93/94 LIC	93/94 APP	94/95 LIC	94/95 APP	93/94 - 94/95 LIC % In/decrease	93/94 - 94/95 APP % In/decrease
A Hotel Lounge (225 seats)	303	4	301	6	302	2	0%	-66%
A Pub (125 seats)	430	6	430	1	433	1	1%	0%
A Public House	15	GRF	14	GRF	13	GRF	-7%	GRF
Other A	908	25	923	28	939	23	2%	-17%
Subtotal "A Licences"	1656	35	1668	35	1687	26	1%	0%
B Dining Room	1234	204	1326	226	1416	240	7%	6%
B Dining Lounge/Holding	2976	261	3036	221	3072	181	1%	-18%
C Cabaret Pub	181	3	177	6	175	1	-1%	-83%
D Neighbourhood Pub	278	16	289	18	297	17	3%	-6%
E Stadium/Concert Hall	19	2	20	2	22	4	10%	100%
F Marine Pub	33	2	35	3	34	1	-3%	-67%
G Licence Retail Store	229	12	243	6	250	0	3%	-100%
H Licence Retail Store	26	0	26	0	26	0	0%	0%
I Restoration Public House	1	2	2	3	3	0	50%	-100%
TOTAL APPLICATIONS/ LICENSES	6633	537	6822	520	6982	470	2.35%	-10%
Distillers	5	0	4	0	4	0	0%	0%
Brewers$1000 + 5/10 c/g	4	0	4	0	4	0	0%	0%
Cottage Brewery+5/10 c./g	8	0	8	3	11	4	38%	33%
Brew Pub	3	0	3	1	5	5	67%	400%
Farm Winery	6	1	10	5	11	2	10%	-60%
Estate Cidery	1	0	1	0	1	0	0%	0%
Estate Winery	13	2	13	2	15	1	15%	-50%
Commercial Winery	7	0	7	0	7	1	0%	100%
TOTAL MANUFACTURERS	47	3	50	11	58	13	16.00%	18%
LICENCE CHANGES APPROVED								93/94 -94/95 CHG % In/decrease
Transfer of Licence		326		352		452		28%
External Transfer Shares		129		158		126		-20%
3rd Party Use of Licence		2		19		37		95%
Reclassification		73		90		74		-18%
Hours of Sale		361		108		81		-25%
Seating Capacity		251		278		271		-3%
Area Condition		0		6		0		-100%
Designated Driver		1		4		2		-50%
Internal Transfer Shares		40		42		37		-12%
Restriction/Allowances		0		26		23		-12%
Entertainment		3		48		68		42%
Structural Alterations		19		49		75		53%
Licence Status		385		487		466		-4%
Temporary Licence Change		0		17		122		618%
Licensee Name		28		34		35		3%
Licence/Establishment Name Change		448		302		346		15%
Floor Plans		2		234		124		-47%
Establishment Type		11		24		59		146%
Type of Owner		2		5		2		-60%
TOTAL LICENCE CHANGES		2081		2283		2400		5%
TOTAL APPL/CHANGES		2621		2814		2883		
TOTAL LICENCES	6680		6872		7040		2.44%	

NOTES:

1. GRF = grandfathered.
2. Data may not be completely accurate due to system conversion July, 1992.

Issued By: Data Centre

APPENDIX "B"

APPLICATION/LICENCE COMPARISON BETWEEN 1992/93, 1993/94 AND 1994/95 FISCAL YEARS

APPLICATION/LICENCE CLASS	92/93 LIC	92/93 APP	93/94 LIC	93/94 APP	94/95 LIC	94/95 APP	93/94 - 94/95 LIC % in/decrease	93/94 - 94/95 APP % in/decrease
A Hotel Lounge (225 seats)	303	4	301	6	302	2	0%	-66%
A Pub (125 seats)	430	6	430	1	433	1	1%	0%
A Public House	15	GRF	14	GRF	13	GRF	-7%	GRF
Other A	908	25	923	28	939	23	2%	-17%
Subtotal "A Licences"	1656	35	1668	35	1687	26	1%	0%
B Dining Room	1234	204	1326	226	1416	240	7%	6%
B Dining Lounge/Holding	2976	261	3036	221	3072	181	1%	-18%
C Cabaret Pub	181	3	177	6	175	1	-1%	-83%
D Neighbourhood Pub	278	16	289	18	297	17	3%	-6%
E Stadium/Concert Hall	19	2	20	2	22	4	10%	100%
F Marine Pub	33	2	35	3	34	1	-3%	-67%
G Licence Retail Store	229	12	243	6	250	0	3%	-100%
H Licence Retail Store	26	0	26	0	26	0	0%	0%
I Restoration Public House	1	2	2	3	3	0	50%	-100%
TOTAL APPLICATIONS/ LICENSES	6633	537	6822	520	6982	470	2.35%	-10%
Distillers	5	0	4	0	4	0	0%	0%
Brewers$1000 + 5/10 c/g	4	0	4	0	4	0	0%	0%
Cottage Brewery+5/10 c./g	8	0	8	3	11	4	38%	33%
Brew Pub	3	0	3	1	5	5	67%	400%
Farm Winery	6	1	10	5	11	2	10%	-60%
Estate Cidery	1	0	1	0	1	0	0%	0%
Estate Winery	13	2	13	2	15	1	15%	-50%
Commercial Winery	7	0	7	0	7	1	0%	100%
TOTAL MANUFACTURERS	47	3	50	11	58	13	16.00%	18%
LICENCE CHANGES APPROVED								93/94 -94/95 CHG % in/decrease
Transfer of Licence		326		352		452		28%
External Transfer Shares		129		158		126		-20%
3rd Party Use of Licence		2		19		37		95%
Reclassification		73		90		74		-18%
Hours of Sale		361		108		81		-25%
Seating Capacity		251		278		271		-3%
Area Condition		0		6		0		-100%
Designated Driver		1		4		2		-50%
Internal Transfer Shares		40		42		37		-12%
Restriction/Allowances		0		26		23		-12%
Entertainment		3		48		68		42%
Structural Alterations		19		49		75		53%
Licence Status		385		487		466		-4%
Temporary Licence Change		0		17		122		618%
Licensee Name		28		34		35		3%
Licence/Establishment Name Change		448		302		346		15%
Floor Plans		2		234		124		-47%
Establishment Type		11		24		59		146%
Type of Owner		2		5		2		-60%
TOTAL LICENCE CHANGES		2081		2283		2400		5%
TOTAL APPL/CHANGES		2621		2814		2883		
TOTAL LICENCES	6680		6872		7040		2.44%	

NOTES:

1. GRF = grandfathered.
2. Data may not be completely accurate due to system conversion July, 1992.

Issued By: Data Centre

APPENDIX "C"

NUMBER OF LICENSES AND ESTABLISHMENT PER INSPECTOR
AS OF NOVEMBER 15, 1995

List of all Branch Inspectors by region and senior inspector	Non "B" licences		"B" licenses (restaurants)		Total # of Licences	Mean number licen. per estab.	Total number of Establishments
	# of non "B"	% non "B"	# of licences	% "B"			
SR. INSPECTOR STEWARDSON							
INSPECTOJAMES KEENAN	81	22%	281	78%	362	1.10	328
INSPECTOR ROBERT LANON	123	39%	193	61%	316	1.21	261
INSPECTOR SID SADOWSKY	81	25%	246	75%	327	1.15	284
INSPECTOR CECIL UNRAU	97	27%	269	73%	366	1.13	325
INSPECTOR WEYENBERG	100	28%	252	72%	352	1.17	300
TOTAL	482	28%	1241	72%	1723	1.15	1498
SR. INSPECTOR MEL TAIT							
INSPECTOR CLIFF BERGMAN	92	24%	297	76%	389	1.15	337
INSPECTOR JOHN HARPER	39	15%	213	85%	252	1.07	236
INSPECTOR KATHIE HAYNES	88	31%	192	69%	280	1.24	226
INSPECTOR MICHELLE JASPER	75	24%	232	76%	307	1.11	276
INSPECTOR GORD MACPHERSON	104	39%	164	61%	268	1.21	222
TOTAL	398	27%	1098	73%	1496	1.15	1297
Total Lower Mainland Regions	880		2339		3219		2795
Average per inspector	88	27%	234	73%	322	1.15	280
SR. INSPECTOR RICK CLEMENTS							
INSPECTOR ALLAN MICHALCHUCK	132	39%	205	61%	337	1.24	271
INSPECTOR GERRY POLEGI	135	43%	181	57%	316	1.27	249
INSPECTOR LYNN TRYON	122	47%	137	53%	259	1.35	192
INSPECTOR LAURIE GAAL	97	52%	88	48%	185	1.39	133
Total Northern Region	486		611		1097		845
Average per inspector	122	44%	153	56%	274	1.30	211
SR. INSPECTOR PETER HUSKA							
INSPECTOR MURRAY DREILICH	131	43%	173	57%	304	1.24	246
INSPECTOR GERRY JOHNSTON	97	38%	156	62%	253	1.23	206
INSPECTOR BILL MITCHELL	116	48%	127	52%	243	1.29	189
INSPECTOR BILL SMITH	123	45%	150	55%	273	1.26	216
INSPECTOR GLEN STEARN	106	42%	148	58%	254	1.19	214
Total Okanagan/Kootenay Region	573		754		1327		1071
Average per inspector	115	43%	151	57%	265	1.24	214
SR. INSPECTOR PETER JONES							
INSPECTOR GLEN BARRIE	110	44%	140	56%	250	1.36	184
INSPECTOR BARRY HISCOCK	95	36%	166	64%	261	1.24	211
INSPECTOR LARRY MULLIS	105	41%	150	59%	255	1.25	204
INSPECTOR RON RODRIGUE	84	34%	166	66%	250	1.30	193
INSPECTOR JIM VIGER	112	47%	125	53%	237	1.31	181
INSPECTOR BRYAN WILKINSON	67	28%	176	72%	243	1.16	210
Total Vancouver Island Region	573		923		1496		1183
Average per inspector	96	38%	154	62%	249	1.26	197
GRAND TOTAL	2512	35%	4627	65%	7139	1.21	5894

* Non- "B" licences included all straight drinking establishments ie. lounges, pubs, neighbourhood pubs, stadiums etc.

** "B" licenses are dining rooms, dining lounges, and dining lounges with holding areas (these are all types of restaurants that must serve food with meals)

Note: an establishment may have one or more licences.

APPENDIX "C"

NUMBER OF LICENSES AND ESTABLISHMENT PER INSPECTOR
AS OF NOVEMBER 15, 1995

List of all Branch Inspectors by region and senior inspector	Non "B" licences		"B" licenses (restaurants)		Total # of Licences	Mean number licen. per estab.	Total number of Establishments
	# of non "B"	% non "B"	# of licences	% "B"			
SR. INSPECTOR STEWARDSON							
INSPECTOJAMES KEENAN	81	22%	281	78%	362	1.10	328
INSPECTOR ROBERT LANON	123	39%	193	61%	316	1.21	261
INSPECTOR SID SADOWSKY	81	25%	246	75%	327	1.15	284
INSPECTOR CECIL UNRAU	97	27%	269	73%	366	1.13	325
INSPECTOR WEYENBERG	100	28%	252	72%	352	1.17	300
TOTAL	482	28%	1241	72%	1723	1.15	1498
SR. INSPECTOR MEL TAIT							
INSPECTOR CLIFF BERGMAN	92	24%	297	76%	389	1.15	337
INSPECTOR JOHN HARPER	39	15%	213	85%	252	1.07	236
INSPECTOR KATHIE HAYNES	88	31%	192	69%	280	1.24	226
INSPECTOR MICHELLE JASPER	75	24%	232	76%	307	1.11	276
INSPECTOR GORD MACPHERSON	104	39%	164	61%	268	1.21	222
TOTAL	398	27%	1098	73%	1496	1.15	1297
Total Lower Mainland Regions	880		2339		3219		2795
Average per inspector	88	27%	234	73%	322	1.15	280
SR. INSPECTOR RICK CLEMENTS							
INSPECTOR ALLAN MICHALCHUCK	132	39%	205	61%	337	1.24	271
INSPECTOR GERRY POLEGI	135	43%	181	57%	316	1.27	249
INSPECTOR LYNN TRYON	122	47%	137	53%	259	1.35	192
INSPECTOR LAURIE GAAL	97	52%	88	48%	185	1.39	133
Total Northern Region	486		611		1097		845
Average per inspector	122	44%	153	56%	274	1.30	211
SR. INSPECTOR PETER HUSKA							
INSPECTOR MURRAY DREILICH	131	43%	173	57%	304	1.24	246
INSPECTOR GERRY JOHNSTON	97	38%	156	62%	253	1.23	206
INSPECTOR BILL MITCHELL	116	48%	127	52%	243	1.29	189
INSPECTOR BILL SMITH	123	45%	150	55%	273	1.26	216
INSPECTOR GLEN STEARN	106	42%	148	58%	254	1.19	214
Total Okanagan/Kootenay Region	573		754		1327		1071
Average per inspector	115	43%	151	57%	265	1.24	214
SR. INSPECTOR PETER JONES							
INSPECTOR GLEN BARRIE	110	44%	140	56%	250	1.36	184
INSPECTOR BARRY HISCOCK	95	36%	166	64%	261	1.24	211
INSPECTOR LARRY MULLIS	105	41%	150	59%	255	1.25	204
INSPECTOR RON RODRIGUE	84	34%	166	66%	250	1.30	193
INSPECTOR JIM VIGER	112	47%	125	53%	237	1.31	181
INSPECTOR BRYAN WILKINSON	67	28%	176	72%	243	1.16	210
Total Vancouver Island Region	573		923		1496		1183
Average per inspector	96	38%	154	62%	249	1.26	197
GRAND TOTAL	2512	35%	4627	65%	7139	1.21	5894

* Non- "B" licences included all straight drinking establishments ie. lounges, pubs, neighbourhood pubs, stadiums etc.

** "B" licenses are dining rooms, dining lounges, and dining lounges with holding areas (these are all types of restaurants that must serve food with meals)

Note: an establishment may have one or more licences.

APPENDIX "D"

INSPECTOR WORKLOAD: COMPARISON OF 1993, 1994, AND 1995

Region	Year	# licences*** per inspector	Total km. travelled****	Travel	Enforcement	Annual Insp.	Licensing	Other**	Total
Okanagan/Kootenay	1995	265	119938	24.7%	20.2%	3.6%	34.6%	16.9%	100%
	1994	257	135887	22.8%	22.2%	6.3%	35.1%	13.6%	100%
	1993	246	114086	25.3%	19.7%	8.6%	31.5%	14.9%	100%
Northern Region*	1995	274	90714	22.8%	19.5%	7.3%	29.6%	20.8%	100%
	1994	267	176303	21.3%	18.5%	9.5%	31.2%	19.5%	100%
	1993	262	117467	20.7%	19.2%	8.1%	32.8%	19.2%	100%
Vancouver Island***	1995	249	97267	15.9%	18.7%	9.2%	41.4%	14.8%	100%
	1994	288	57768	13.8%	23.2%	5.0%	46.9%	11.1%	100%
	1993	281	64788	14.8%	20.4%	7.5%	44.6%	12.7%	100%
Lower Mainland	1995	322	194925	17.8%	13.2%	3.6%	48.3%	17.1%	100%
	1994	310	228209	17.0%	14.1%	9.1%	43.3%	16.6%	100%
	1993	300	177853	18.7%	18.5%	5.8%	39.4%	17.6%	100%
Provincial Average	1995	278		19.4%	17.1%	6.0%	40.6%	16.9%	100%
	1994	281		18.4%	18.4%	7.8%	39.9%	15.5%	100%
	1993	272		18.1%	18.9%	6.0%	39.5%	17.4%	100%

* Due to recruitment lag the Fort St. John Inspector position was vacant during entire 1995 survey period (January to September 1995). Statistics based on three inspectors.

** Other includes duty desk in Lower Mainland regional office (Surrey), community liaison, informational services, paper work such as acitivity reports and vehicle mileage, staff meetings, training, etc.

*** A third inspector was added to serve Greater Victoria (Vancouver Island Region) raising total number of Branch inspectors from 24 to 25. The additional inspector resulted from PSERC's placement of a redundant Government Air pilot in Victoria (the FTE could not be transferred to another region)

**** Inspectors travelled during year

1995	1994	1973
502844	598167	474,194

APPENDIX "E"

ANALYSIS OF PLANNED REALIGNMENT OF LOWER MAINLAND INSPECTOR DUTIES IN 1996/97

	1996/97 forecast	1995 Actual
# Senior Inspectors	2	2
# Inspectors	13	10
# licensees per inspector	250	322
% Inspector time on licensing	33%	48%
% Inspector time on enforcement	25%	13%
% Inspector time travelling	18%	18%
% Insp. time on annual inspections	7%	4%
% Inspector time on Duty Desk	8%	10%
% Inspector time Hearings/liaison/meetings	4%	3%
% General Duties ie. administration, training, etc.	5%	4%

Inspectors take turns throughout the year serving on duty desk. The Inspector on duty will answer questions over the counter and by phone from the public and licensees with questions on liquor licensing and control issues.

APPENDIX "F"

LIQUOR CONTROL AND LICENSING BRANCH

SUMMARY OF BRANCH ADMINISTRATIVE RECEIPTS BY RECEIPT TYPE

Revenues	1991/92 ACTUAL	1992/93 ACTUAL	1993/94 ACTUAL	1994/95 ACTUAL	1995/96 FORECAST	1996/97** PROJECTION
Licence Fees*	3,951,642	3,971,538	6,160,437	4,104,539	4,230,398	4,365,960
Application Fees	23,025	21,700	137,550	208,025	215,213	221,669
Changes	16,550	27,094	34,009	76,682	83,876	86,392
Transfer Fees	147,000	151,200	124,200	156,600	143,250	147,548
Transfer of Shares Fees	36,725	38,700	45,625	47,400	44,700	46,041
Late Penalty Fees	-	39,200	61,400	38,500	63,150	65,045
Special Occasion Licence Fees	358,280	347,760	357,300	344,930	352,211	362,777
Manufacturers Licence Fees	356,283	360,172	374,614	400,167	400,427	412,440
Agent Licence Fees	700	5,700	8,250	6,950	6,450	6,644
Sundry Receipts	31,229	7,117	7,145	7,066	5,325	5,485
TOTAL	4,921,434	4,970,181	7,310,530	5,390,859	5,545,000	5,720,000

*includes New Licence Fees and Renewal Fees

** 1996/97 Revenue Projection is based on 3% over 1995/96 revenue forecast.

LIQUOR CONTROL AND LICENSING BRANCH

SUMMARY OF BRANCH ADMINISTRATIVE RECEIPTS BY RECEIPT TYPE

Revenues	1991/92 ACTUAL	1992/93 ACTUAL	1993/94 ACTUAL	1994/95 ACTUAL	1995/96 FORECAST	1996/97** PROJECTION
Licence Fees*	3,951,642	3,971,538	6,160,437	4,104,539	4,230,398	4,365,960
Application Fees	23,025	21,700	137,550	208,025	215,213	221,669
Changes	16,550	27,094	34,009	76,682	83,876	86,392
Transfer Fees	147,000	151,200	124,200	156,600	143,250	147,548
Transfer of Shares Fees	36,725	38,700	45,625	47,400	44,700	46,041
Late Penalty Fees	-	39,200	61,400	38,500	63,150	65,045
Special Occasion Licence Fees	358,280	347,760	357,300	344,930	352,211	362,777
Manufacturers Licence Fees	356,283	360,172	374,614	400,167	400,427	412,440
Agent Licence Fees	700	5,700	8,250	6,950	6,450	6,644
Sundry Receipts	31,229	7,117	7,145	7,066	5,325	5,485
TOTAL	4,921,434	4,970,181	7,310,530	5,390,859	5,545,000	5,720,000

*includes New Licence Fees and Renewal Fees

** 1996/97 Revenue Projection is based on 3% over 1995/96 revenue forecast.

1996/97 Budget Review - Ministry of Attorney General

Revenue Strategy Summary, Liquor Control and Licensing Branch

Status of 1995/96 Revenue Decisions

Approved Revenue Proposals or Further Directions	1995/96 Additional Revenue
Approved proposals	N/A
None	
Approvals in principle or Future Directions	
None	N/A

roposals for 1996/97

Revenue Account Number	Description	Years of Latest Rate Change(s)	Proposed Rates	Estimated Additional Revenue	New Cost Recovery
	None:				

Not Adjusted Since 1991

Number of Fees	Description	Years of Latest Rate Changes*	Current rate	Status Quo Revenue 1995/96	Current Cost Recovery
	This section omits application fees included in approved proposals				Annual revenue
2	**Special occasion licence:**				collected
	Fee # 1: private	1988	10.00	272	under Act
	Fee # 2 public	1988	40.00	76	fully
5	**Annual licence fee (new or renewal)**				recovers
	Fee # 3 E, open air stadium (E licence)	1988	250.00/yr	4	expenses
	Fee # 4 B, dining room , limited products	1988	250.00/yr	415	incurred
	Fee # 5 B dining lounge,with or without holding area	1988	500.00/yr	1625	to deliver
	Fee # 6 A (hotel).C,D,E(except open air),F,G,H or I	1988	1000.00/yr	1580	Branch
	Fee # 7 J winery lounge licence (new licence class)	new 1995	250.00/yr	0	reviewing
3	Non-hotel (A licence)				individual
	Fee # 8 purchases under $15,000	1988	250.00/yr	64	fees for
	Fee # 9 purchases between $15,000 and $20,000	1988	500.00/yr	23	recovery.
	Fee # 10 purchases over $20,000	1988	1000.00/yr	350	
1	Fee # 11 Branch service fee for referendum under section 10 of LCL Act (non-refundable)	1988	500	0	
1	Fee # 12 Licensed premise late licence renewal penalty	1988	100	40	
1	Fee # 13 Distillers licence	1988	1000/yr	4	
1	Fee # 14 Brewers licence (based on malt liquor shipped) Minimum annual rate $1000.00	1988	.005/gal/yr	390	
2	Wine producers licence:				
	Fee # 15 Winery - over 30,000 gallons a year	1988	1000.00/yr	7	
	Fee # 16 Winery - less than 30,000 gallons a year	1988	500.00/yr	12	
1	Fee # 17 Agent's licence	1988	50.00/yr	8	
1	Fee # 18 Late renewal of manufacturer's licence	1988	100	0	

Justification/Notes

Fees, licences, and penalties currently charged under the Act fully recover expenses. However, licensees, municipalities, police, etc., are demanding greater service (particularly in areas of enforcement and illegal liquor). The Branch is reviewing service delivery levels and costs of increased service and the review will be used in preparing any future revenue increase proposals)

Date: November 20, 1995
Contact: Rosa Munzer
Phone: 387-0505

APPLICATION AND LICENCE FEE SCHEDULE FOR A NEW LICENCE

Revised November July 1995

LICENCE CLASS	APPLICATION FEE*	FIRST LICENCE FEE**	ANNUAL FEE (12 months)***
A Hotel	$1,000	prorated	$1,000
A Resort	$500	$250 prorated	$250-$1000
A Club /Veterans Club	$500	$250 prorated	$250-$1000
A Rec. Centre	$500	$250 prorated	$250-$1000
A Aircraft	$500	$250 prorated	$250-$1000
A Train	$500	$250 prorated	$250-$1000
A Motor Vessel	$500	$250 prorated	$250-$1000
A Airport	$500	$250 prorated	$250-$1000
A University	$500	$250 prorated	$250-$1000
A Military Mess	$500	$250 prorated	$250-$1000
A Cultural Centre	$250	prorated	$250
B Dining Room	$500	prorated	$500
B Dining Lounge	$500	prorated	$500
B Dining Lounge with Holding Area	$1,000	prorated	$1,000
C Cabaret	$1,000	prorated	$1,000
D Neighbour. Pub	$500	prorated	$250
E Open Air Stadium	$1,000	prorated	$1,000
E Covered Stad./Convention Centre	$1,000	prorated	$250-$1000
E Concert Hall	$1,000	prorated	$1,000
F Marine Pub	$1000*	prorated	$1,000
G Licensee Retail Store	$1000*	prorated	$1,000
H Licensee Retail Store	$1,000	prorated	$1,000
I Restoration Public House	$250	prorated	$250
J Winery Lounge	$500	$1,000	$1,000
Distillers	$500	$1,000	5/10 cent/gal. (minimum $1000)
Brewers	$500	$1,000	5/10 cent/gal. (minimum $1000)
Cottage Brewery	$500	$1,000	5/10 cent/gal. (minimum $1000)
Brew Pub	$500	$500	$500
Farm Winery	$500	$500	$500
Estate Cidery	$500	$500	$500
Estate Winery	$500	$1,000	$500
Commercial Winery			

PRO-RATED FEE SCHEDULE
FOR A NEW LICENCE**

Number Months	FEE $1,000	FEE $500	FEE $250
4	333.33	166.67	83.33
5	416.67	208.33	104.17
6	500.00	250.00	125.00
7	583.33	291.67	145.83
8	666.67	333.33	166.67
9	750.00	375.00	187.50
10	833.33	416.67	208.33
11	916.67	458.33	229.17
12	1000.00	500.00	250.00
13	1083.33	541.67	270.83
14	1166.67	583.33	291.67
15	1250.00	625.00	312.50

* Note:
Licence application fees are non-refundable and are payable by certified cheque or money order, on making application for a liquor licence.

** The first licence is issued for a term ranging from 4 months to 15 months. The licence expiry date is assigned by the Liquor Control and Licensing Branch.
Prorated $1,000 licence fee. Average of $83.33 per month. (Formula 1,000/12 multiplied by the number of months, with total rounded to nearest cent)
Prorated $500 licence fee. Average of $41.67 per month. (Formula 500/12 multiplied by number of months, with total rounded to nearest cent)
Prorated $250 licence fee. Average of $20.83 per month. (Formula 250/12 multiplied by number of months, with total rounded to nearest cent)

*** Some Class "A" and Class "E" licence fees vary after the firt year of licensing according to the previous year's liquor purchases.
Sales $20,000 or more = $1000. Sales from $15,000, but less $20,000 = $500. Sales less than $15,000 = $250.

feesch95.xls

APPLICATION FEE SCHEDULE FOR CHANGES TO LIQUOR LICENCES*

Schedule Revised November 7, 1995

FORM#	CHANGE	FEE
TL-1	TRANSFER OF LICENCE	$300
APC-1	PERMANENT CHANGES TO LIQUOR LICENCE	
I	Internal Transfer of Shares (private corporations only/no new shareholders)	$100
II	External Transfer of Shares (private corporations only/new shareholders)	$300
III	Change to Hours of Sale (no charge if applied for at same time as patron participation entertainment endorsement)	$100
IV	Seating or Patron Capacity Change (no charge for change if applied for at same time as structural alterations)	$100
V	Structural Alterations or Addition of New Licensed Area (except outdoor patio) (no charge if applied for at same time as patron participation entertainment endorsement)	$100
VI	Outdoor Patio Endorsement ("A", "B", "D", "F", "I", and "J" licences only)	$100
VII	Establishment Name Change (no charge if applied for at same time as licence transfer)	$ 50
VIII	Person's Name Change: Proprietor (owner), Partner or Shareholder	$ 50
IX	Licensee (Corporate) or Holding Company Name Change or Addition of Receiver or Addition of Executor or Executrix to Licensee Name	$ 50
X	Licensee (Partnership) Name Change	$ 50
XI	Change of Licence Type Within an "A" or "B" Establishment 1. Change within an "A" Establishment (eg. resort to hotel, pub to lounge) 2. From "B" dining lounge (DL) to "B" dining room (DR) 3. From "B" dining room (DR) to "B" dining lounge (DL) Note: must also pay difference in prorated annual licence fee before new licence is issued.	$100
XII	Entertainment Endorsement in a "B" licence (includes patron participation endorsement)	$100
XIII	Designated Driver Program Endorsement ("A", "C", "D", "F" or "I" licences)	$ 50
XIV	Addition/Change to "Third Party", Lessee or Management Firm within a licensed establishment	$100
XV	Individual Resident Manager Change	$ 25
XV1	Other Similar Matters	$ 25
ATC-1	TEMPORARY CHANGE TO LICENCE / SPECIAL EVENTS APPROVAL (any combination of temporary changes: special events approval, hours, patron capacity, location, other)	$ 50

* Fees established by Regulation on October 29, 1993

(feesch.95/ rpm)

APPENDIX "H"

LIQUOR CONTROL AND LICENSING BRANCH EXPENDITURE BY STOB

STOB	95/96 base budget 74 Full time equivalent staff	1996/97 * budget 80 Full time equivalent staff
total salaries/supplementary salary/benefits/ (01,02,03)	3,697,570	4,258,736
boards/comms(07)	872	875
travel expenses (10)	142,851	160,000
professional services (20) **	62,831	168,254
information systems operating expenses (25)	162,835	170,375
office and business expenses (30)	144,027	160,550
info.adv/pubs (40)	11,846	11,850
utilities, materials, supplies, vehicle&equip.operation &maintenance (50)	149,453	184,510
buildings (65)	338,814	407,900
systems dev. (68)	93,700	144,250
Office furniture & equipment lease and purchase (69)	28,380	52,700
total operations	1,135,609	1,461,264
[redacted]		
Forecast Receipts	5,545,000	5,720,000

Receipts forecast with 3% growth in 1996/97 over 1995/96 (additional $175,000)

* 1996/97 Expenditure summary includes one-time and on-going funding for the year's strategies identified in Business Plan.

One-time asset acquistion costs (STOB 68 = $35,000, STOB 69 = $24,200)

- One time purchased per inspector, camera, 200x4, safety equipment for car $200x4, cell phone 200x4, desk and chair =1000x4. In addition, the Williams Lake Inspector would require telephone answering machine $100, fax machine $600 (or access to) and photocopier lease (or access to), file cabinet $500, bookshelf $100, and and autotel radio 1500;
- For Licensing staff (Administrative Officer, Technical Writer, and Advertising Clerk), modular work station (for these positions or other relocated staff) $5000x3;
- Computer equipment: for Inspectors laptops with software, and attachments $5000x4; and for licensing positions PCs and software, $5000x3.

Explanation of ongoing costs

- Assumes able to absorb any salary/benefits increase costs out of recruitment lag.
- Assumes able to get government cars for entire year estimated at $5760 per year x 4 (based on current holding charges of 1993 Explorer). If not would need to increase STOB 10 and remove estimates in STOB 50.
- Space estimated based on additional space Surrey cost approximately 500 per person per month. New regional office 500 per month. Headquarters = 400 per month. Refer for Building Occupancy Appendix for more detial.

** Professional Services provides contingency funds for Branch to deal with any unforeseen expenditures.

APPENDIX "I"

STAFFING PLAN: FULL-TIME EQUIVALENTS (FTE's)

	1994/95	1995/96	1996/97	Reason for increase 1996/97 from 1995/96
General Managers Office	2	2	2	
Licensing, Policy & Industry Relations	16	16	18	1new Licensing Administrator and 1 new Advertising Clerk
Management Services	13	13	13	
Regional Operations and Compliance **	42	43	47	3 new Liquor Inspectors for Surrey, 1 for Williams Lake
Total Full-Time Equivalents	73	74	80	

* In 1995/96 the Branch received an allocation of 20 FTE in anticipation of change to Legislation.
74 reflects the actual number of full-time regular positions including a former pilot

** In Spring of 1995, a Pilot, formerly with Government Air Services, was assigned to the Branch and has been trained as a Liquor Inspector.
No FTE or salary resources were provided to the Branch. The 43 Regional Operations staff include the former pilot.

APPENDIX "J"

VEHICLE MANAGEMENT PLAN

1995/96 Branch Vehicle Fleet

The Branch Vehicle Management Plan is consistent with General Management Operating Policy. 20 vehicles are assigned to Inspectors and Senior Inspectors travelling in excess of 16,000 Kilometers per year as this is more cost effective than paying personal car mileage.

1996/97 Fleet Plan

1. Replacement Units

4 of the 20 assigned vehicles require replacement in 1996/97:

Unit #	Description	Age	Mileage
CA 09629	'90 Chevrolet T-10	6 years	196,609 Kms
CA 09632	'91 GMC T-10	5 years	187,268 Kms
CA 08568	'89 Chevrolet Celebrity	7 years	143,290 Kms
CA 10141	'89 Plymouth Sundance	7 years	128,067 Kms

2. New Purchases

An additional 4 vehicles are required for assignment to 4 new Liquor Inspector positions at estimated annual holding charges of:

FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY 00/01	FY 01/02
$30,000	$28,500	$27,000	$25,000	$23,000	$5,000

APPENDIX "K"

LIQUOR CONTROL & LICENSING - 1995/96 BUDGET - MONTHLY OCCUPANCY CHARGES

RESPONSIBILITY	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
4AA - Headquarters	13,186	13,832	13,509	13,509	13,509	13,509	13,509	13,509	13,509	13,509	13,509	13,509	162,108
4AB - Lower Mainland	9,370	9,370	9,370	9,370	9,370	9,370	13,960	9,370	9,370	9,370	9,370	9,370	117,030
4AC - Okanagan/Kootenay	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	24,636
4AD - Northern B. C.	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	24,600
4AE - Vancouver Island	870	870	870	870	870	870	870	870	870	870	870	870	10,440
TOTAL	27,529	28,175	27,852	27,852	27,852	27,852	32,442	27,852	27,852	27,852	27,852	27,852	338,814

LIQUOR CONTROL & LICENSING - 1996/97 BUDGET - MONTHLY OCCUPANCY CHARGES

RESPONSIBILITY	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
4AA - Headquarters	15,311	15,311	15,311	15,311	15,311	15,311	15,311	15,311	15,311	15,311	15,311	15,311	183,732
4AB - Lower Mainland	9,548	9,548	9,548	9,548	9,548	9,548	9,548	9,548	9,548	9,548	9,548	9,548	114,576
4AC - Okanagan/Kootenay	6,965	2,765	2,765	2,765	2,765	2,765	2,765	2,765	2,765	2,765	2,765	2,765	37,360
4AD - Northern B. C.	2,293	2,293	2,293	2,293	2,293	2,293	2,293	2,293	2,293	2,293	2,293	2,293	27,516
4AE - Vancouver Island	925	925	925	925	925	925	925	925	925	925	925	925	11,100
TOTAL	35,042	30,842	30,842	30,842	30,842	30,842	30,842	30,842	30,842	30,842	30,842	30,842	374,304

NOTE: 1996/97 figures estimated based on preliminary documentation received from BCBC.
This forecast is for EXISTING space only.

LIQUOR CONTROL & LICENSING - 1996/97 FORECAST ANNUAL CHARGES FOR NEW SPACE

RESPONSIBILITY	COST	DESCRIPTION
4AA - Headquarters	9,600	Annually for 2 additional headquarters staff. Estimate based on cost of $400 per month per person. Cost depends on availability of additional space in this building.
4AB - Lower Mainland	18,000	Additional space for 3 lower mainland inspectors estimated at $500 per person per month, Assumes addtional space available at existing location.
4AD - Northern B. C.	6,000	Estimate cost of $500 per month for space planned for new liquor inspector to be located in Williams Lake.
TOTAL	33,600	

APPENDIX "K"

LIQUOR CONTROL & LICENSING - 1995/96 BUDGET - MONTHLY OCCUPANCY CHARGES

RESPONSIBILITY	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
4AA - Headquarters	13,186	13,832	13,509	13,509	13,509	13,509	13,509	13,509	13,509	13,509	13,509	13,509	162,108
4AB - Lower Mainland	9,370	9,370	9,370	9,370	9,370	9,370	13,960	9,370	9,370	9,370	9,370	9,370	117,030
4AC - Okanagan/Kootenay	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	24,636
4AD - Northern B. C.	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	24,600
4AE - Vancouver Island	870	870	870	870	870	870	870	870	870	870	870	870	10,440
TOTAL	27,529	28,175	27,852	27,852	27,852	27,852	32,442	27,852	27,852	27,852	27,852	27,852	338,814

LIQUOR CONTROL & LICENSING - 1996/97 BUDGET - MONTHLY OCCUPANCY CHARGES

RESPONSIBILITY	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
4AA - Headquarters	15,311	15,311	15,311	15,311	15,311	15,311	15,311	15,311	15,311	15,311	15,311	15,311	183,732
4AB - Lower Mainland	9,548	9,548	9,548	9,548	9,548	9,548	9,548	9,548	9,548	9,548	9,548	9,548	114,576
4AC - Okanagan/Kootenay	6,965	2,765	2,765	2,765	2,765	2,765	2,765	2,765	2,765	2,765	2,765	2,765	37,380
4AD - Northern B. C.	2,293	2,293	2,293	2,293	2,293	2,293	2,293	2,293	2,293	2,293	2,293	2,293	27,516
4AE - Vancouver Island	925	925	925	925	925	925	925	925	925	925	925	925	11,100
TOTAL	35,042	30,842	30,842	30,842	30,842	30,842	30,842	30,842	30,842	30,842	30,842	30,842	374,304

NOTE: 1996/97 figures estimated based on preliminary documentation received from BCBC.
This forecast is for EXISTING space only.

LIQUOR CONTROL & LICENSING - 1996/97 FORECAST ANNUAL CHARGES FOR NEW SPACE

RESPONSIBILITY	COST	DESCRIPTION
4AA - Headquarters	9,600	Annually for 2 additional headquarters staff. Estimate based on cost of $400 per month per person. Cost depends on availability of additional space in this building.
4AB - Lower Mainland	18,000	Additional space for 3 lower mainland inspectors estimated at $500 per person per month, Assumes addtional space available at existing location.
4AD - Northern B. C.	6,000	Estimate cost of $500 per month for space planned for new liquor inspector to be located in Williams Lake.
TOTAL	33,600	

Proje. List

	A	B	C	D	E	F
1		Branch	Target Completion	Status	Assigned	Comments
2	PROJECT DESCRIPTION	Priority	Date		to	
3						
4	1. Rewrite Policy Manual					
5	a. Amend "fettered" policies	1	31-Mar-96	Active	Barry Bieller	
6	b. Combine all current policy directives		30-Apr-96	Active	Barry Bieller	
7						
8	2. Training in Decision Making	6	18-Jan-96	Active	Lynn Rutley	Training scheduled, final approval of material due in a week.
9						
10	3. 1996 Legislative Package	0	31-Mar-96	Active	Barry Bieller	Approved by Deputy Minister Council - waiting for second review
11						
12	4. Develop Policy re Gaming (grey machines)	0				
13						
14	5. Develop Compliance/Fine Strategy	19				
15	a. Manufacturer's compliance policy		30-May-96	Inactive	Barry Bieller	
16	b. Licensed Establishment compliance policy		30-Sep-96	Inactive	Barry Bieller	
17						
18	6. Develop System to Track Briefing Notes	20	31-Mar-96	Active	Barry Bieller	
19						
20	7. New Policy Issues	4	30-Jun-96	Active	Barry Bieller	
21	- golf canteens					
22	- "E" class policy development					First draft completed, second review to be scheduled Dec. 27
23	- single room occupancy hotels					Briefing Note awaiting review and comment
24	- Billiard/restaurant entertainment policy					
25	- "B" entertainment policies					
26						
27	8. Statistical Analysis of Licence Process Delays	2	5-Jan-96	Active	Barry Bieller	Report Outline completed
28						
29	9. Info Pamphlet for Municipalities	17	30-Apr-96	Active	Helen Pedneault	Peter Jones assisting the coordination of project with Communications
30						Branch, drafts in progress, meeting scheduled with L.A.'s January 11th
31	10. Criminal Record Search	11				
32	- redraft form		29-Feb-96	Active	Margaret Fligg	First draft received from Contractor
33	- procedures		30-Jun-96	Active	Dennis Whyte	
34	- policy to determine fit and proper person		31-Jul-96	Active	Helen Pedneault	
35						
36	11. Review of SOL Policies and Procedures	8	31-Mar-96	Active	B. Lougheed	Time limited to one day per week
37	- Motor Vessels					
38	- drink price maximums					
39	- finalize procedures/policy manual					
40	- revise application forms					
41	- create complete reporting structure					
42	- amend SOL (RBS) pamphlet					
43	- policies for wine festival/winery lounges					
44	- dedicated games area - application process					
45	- new "E" licence terms and condition - how to apply					
46						
47	12. Cooking Wine, Medicinal, Culinary Review	9	30-Apr-96	Active	Dennis Whyte	Gayle Armit participating
48						
49	13. Update Admin & Operational Bulletins	5	30-Jun-96	Active	Peter Loudon	
50	(may become part of policy manual if procedures					
51	are included in the manual)					
52	- reapplication					
53	- structural alterations					
54	- valid interest					
55	- competing applications					
56	- colour coded maps					
57	- descriptions of clientele served by pubs					
58	- tied houses					
59	- fees for temporary changes					
60						

Projec .ist

2/8/96

	A	B	C	D	E	F
61	14. Licence Forms Review	10	31-Dec-96	Inactive	New Position	Work will be top priority for new position of Technical Writer/Forms designer - January 1/96 start date
62						
63	15. Change Delegation Matrix	7	30-Jun-96	Active	Dennis Whyte	Final draft of Ops bulletin in preparation, training program being planned
64						
65	16. Review Advertising Policies	12		Active	Lynn Rutley	
66	- Hire Advertising Clerk		31-Dec-96			Job Description third draft being prepared
67	- Project Plan		1-Apr-96			
68	- Industry/stakeholder consultations		30-Jun-96			
69	- Redraft Regulations		30-Apr-96			
70	- Amend policies and procedures		30-Sep-96			
71						
72	17. Responsible Beverage Service	13	30-May-96	Inactive	Lynn Rutley	Work to commence in December 1995
73	- evaluate existing program					
74	- study extension of program					
75	- review contractural relationship HIEAC					
76	- enforcement/compliance options					
77						
78	18. New Winery Licence Terms and Conditions	3				
79	- draft regulations		31-Mar-96	Active	Lynn Rutley	Target date for completion may be reassessed after
80	- consult with industry		15-Nov-95	Active	Helen Pednesult	Meeting completed November 7, 1995
81	- prepare Cabinet Submission		28-Dec-95	Active	Helen Pednesult	First draft of Cab Sub distributed to gov't reps December 11th
82	- prepare transition plan		15-Mar-96			
83						
84	19. MOU with LDB for Sales Information	0		Inactive	Lynn Rutley	
85						
86						
87	20. Review Agent's Licence Policies and Procedures	0				
88						
89	21. Population Health Initiative/Program Evaluation	18	31-Aug-96	Inactive	Barry Bieler	
90						
91	22. Internal Communication Strategy	14	30-Jun-96	Active	Helen Pednesult	Second news memo in draft for distribution January 15th
92						
93	23. Rewrite Pamphlets	15	31-Oct-96	Inactive	New Position	Second Priority of Technical Writer/Forms Designer
94						
95	24. Occupant Load Calculations - Fire Services Act	16	31-Mar-96	Active	Peter Loudon	Target date for decision
96						
97	25. Review Merchandizing Policies in LRS's	0		Inactive	Lynn Rutley	
98						
99	26. Reprint Application For Liquor Licence Form	add	29-Feb-96	Active	Helen Pednesult	Final draft in preparation December 22, 1995
100						
101	27. Update Licence Processing Procedures Manual	add	31-May-96	Active	Lesley Metcalfe	Working with licensing staff to note changes required
102						
103	28. Print Packages for distribution to applicants	add	31-Mar-96	Active	Helen Pednesult	Pending new application, new criminal record search and new 10 year history form
104						
105	29. Redesign 10 year summary form	add	31-Mar-96	Active	Dennis Whyte	Consequence of amending Criminal Record Search fm
106						
107	30. BF System for time sensitive licence file action	add		TBA	Dennis Whyte	Check with Margaret if you can work on it
108						
109	31. Commonwealth Games Review	add		Inactive	Dennis Whyte	Is this still a priority?
110						
111	**RESERVE LIST**					
112	New Policy Issues					
113	- U-brews					
114	- animals in licensed establishments					
115	- review policy permitting some "B" DR's full liquor service					
116						
117	Study Public Input at Renewal	0				
118						
119						